

I. INTRODUCTION

Chapter 252, Florida Statutes (State Emergency Management Act) requires the preparation of this document, the Lake County Comprehensive Emergency Management Plan (CEMP). The CEMP is integrated and coordinated with emergency management plans and programs of the state and federal governments. The CEMP establishes a framework through which Lake County and its municipalities will prepare for, respond to, recover from, and mitigate the impacts of a wide variety of disasters that could adversely affect the health, safety and/or general welfare of the citizens of and visitors to the county.

The CEMP is operations-oriented, and addresses coordinated county and inter-county evacuation, shelter, post-disaster response and recovery; rapid deployment and pre-deployment of resources; communications and warning systems; annual exercises to determine the ability of local governments to respond to emergencies; and clearly defined responsibilities for county/municipality divisions/departments through an Incident Command approach to planning and operations.

The CEMP describes the basic strategies, assumptions and mechanisms through which the county will mobilize resources and conduct activities to guide and support local emergency management efforts through response, recovery and mitigation. To facilitate effective intergovernmental operations, the CEMP adopts an approach that follows the Incident Command System and groups' functional types of assistance to be provided by the ESFs under ICS functional sections. This system serves as the primary mechanism through which state assistance is requested and provided under the overall coordination authority of the State Coordinating Officer (SCO).

A. PURPOSE

The purpose of the Comprehensive Emergency Management Plan is to establish uniform policy and procedures for the effective coordination of response, recovery and mitigation to a wide variety of natural, technological and man-made disasters. These emergencies may differ in size and severity and affect the health, safety, and/or general welfare of the residents in Lake County. The CEMP is designed to accomplish the following specific purposes:

1. Reduce the vulnerability of people and communities of this county to damage, injury, and loss of life and property resulting from natural, technological or man-made emergencies, catastrophes, or hostile military or paramilitary action.

2. Prepare for prompt and efficient response and recovery to protect lives and property affected by emergencies.
3. Respond to emergencies using all systems, plans and resources necessary to preserve the health, safety and welfare of the citizens of and visitors to Lake County.
 - a. Recover from emergencies by providing for the rapid and orderly start of restoration and rehabilitation of persons and property affected by emergencies.
 - b. Provide an emergency management system embodying all aspects of pre-emergency preparedness and post-emergency response, recovery and mitigation.
 - c. Minimize damage to property, material shortages, and service system disruptions that would have an adverse impact on the residents, the economy, and the well being of the County.
 - d. Manage emergency operations within the County by coordinating the use of resources available from municipal governments, private industry, civic and volunteer organizations, and State and Federal agencies.

B. SCOPE

The Basic Plan describes the various types of emergencies that are likely to occur in Lake County. The Basic Plan further provides procedures for disseminating warnings, coordinating response, ordering evacuations, opening shelters, and for determining, assessing, and reporting the severity and magnitude of such emergencies. The Basic Plan establishes the concept under which the County and municipal governments will operate in response, recovery, and mitigation to natural, technological and man-made disasters by:

1. Establishing fundamental policies, program strategies and assumptions.
2. Establishing a concept of operations spanning the direction and control of an emergency from initial monitoring through post-disaster response and recovery.

3. Defining the responsibilities of the Board of County Commissioners and appointed local government officials.
4. Defining the emergency roles and functions of County and municipal departments and agencies, private industries, and volunteer and civic organizations. However, shall not affect the jurisdiction or responsibilities of constitutional officials.
5. Creating a framework through the Incident Command System (ICS) integrating the Emergency Support Functions (ESFs) for effective and coordinated utilization of County and municipal government resources.

C. REFERENCES AND AUTHORITIES

1. FLORIDA STATUTES

Ultimate responsibility for the protection of life and property and the preservation of public peace, health, and safety lies with Lake County and the municipalities that are within its boundaries.

The authority for Lake County governments to respond to situations and take actions necessary to safeguard the life and property of its citizens is set forth in the following laws and regulations.

Florida Statutes

Chapter 1, Definitions
Chapter 7, County Boundaries
Chapter 14, Title IV, Executive Branch, Governor
Chapter 22, Emergency Continuity of Government
Chapter 30, Sheriffs
Chapter 73, Eminent Domain
Chapter 74, Proceedings Supplemental to Eminent Domain
Chapter 125, County Government
Chapter 154, Public Health Facilities
Chapter 163, Intergovernmental Programs, Part III, Community Development
Chapter 165, Title XII, Municipalities, Formation of Local Governments
Chapter 166, Municipalities
Chapter 252, Emergency Management

Chapter 321, Highway Patrol
Chapter 381, Title XXIX, Public Health
Chapter 401, Medical Communications and Transportation
Chapter 403, Environmental Control
Chapter 404, Radiation
Chapter 406, Medical Examiners
Chapter 409, Title XXX, Social Welfare
Chapter 427, Transportation Services
Chapter 768, Good Samaritan Act
Chapter 870, Affrays, Riots, Routs, and unlawful assemblies

Constitution of State of Florida

Article VIII S.1, Establishment of County Government
Article VIII S.2 (b), Municipalities, Power and Duties

Other

State of Florida, Governor's Executive Order 80-29, April 14, 1980
Disaster Preparedness

Federal

Federal Response Plan for Public Law 106-390, as amended, Yr 2000, which provides authority for response assistance, and which empowers the President to direct any federal agency to utilize its authorities and resources in support of state and local assistance efforts.

Public Law 103-337 re-enacts the Federal Civil Defense Act of 1950 into the Stafford Act. It provides a system for joint capability building at the federal, state and local levels for all hazards.

Public Law 93-234, Flood Disaster Protection Act of 1973, as amended, provides insurance coverage for all types of buildings.

Public Law 94-499, Superfund Amendments and Re-Authorization Act of 1986. Governs hazardous materials planning and community right-to-know.

Public Law 101-615, Hazardous Materials Transportation Uniform Safety Act (HMTUSA), which provides funding to improve capability to

respond to hazardous materials incidents.

Public Law 95-510, Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (CERCLA) as amended, which requires facilities to notify authorities of accidental releases of hazardous materials.

National Flood Insurance Act of 1968, 42 USC 4001 et seq.

44 CFR Parts 59-76, National Flood Insurance Program and related programs.

Florida Administrative Rules

Florida Department of Community Affairs Rules 9G2, 6, 11, 14, 19, 20 and 21.

Florida Department of Community Affairs Administrative Rules 9J2 and 9J5.

References

Lake County Critical Facilities Inventory Database, Yr 2002

Lake County Local Mitigation Strategy, September 2000

State of Florida Comprehensive Emergency Management Plan, February 2002

State of Florida Hazard Mitigation Plan, March 2001

State of Florida Statewide Mutual Aid Agreement, Yr 2000

2. LOCAL ORDINANCES/ADMINISTRATIVE RULES/DECLARING STATE OF EMERGENCY

Lake County Resolution 1998-9

Lake County Ordinance 1998-44

3. APPLICABLE REFERENCES

State of Florida Radiological Emergency Management Plan

State of Florida Rapid Impact Assessment Plan

State of Florida Rapid Response Team

HRS Disaster Response Plan

Lake County Emergency Management Standard Operating
Procedures:

- ESATCOM
- Safeguarding Records
- Emergency Policy Group
- Procedures for Utilizing RRT
- Damage Assessment Program
- RIAT Interface
- Emergency Operations Center Setup Procedures
- Notification Procedure for County Warning Point
- Persons with Special Needs
- Lake County Sheriff's Office Disaster Plan
- Lake County School Board Disaster Plan
- Florida Fire Chiefs' Disaster Plan
- Sumter Electric Disaster Plan
- Lake County SERT Procedures for Hazardous Materials Incidents

II. SITUATION

This section of the CEMP provides a summary of the county's population; the major hazards the county is vulnerable to; and several planning assumptions that were considered in the planning process.

A major or catastrophic emergency will overwhelm the capabilities of Lake County and its municipalities to provide prompt and effective emergency response and emergency short-term recovery measures. Transportation infrastructure will be damaged and local transportation services will be disrupted. Widespread damage to commercial telecommunications facilities will be experienced and the ability of governmental response and emergency response agencies to communicate will be impaired.

Homes, public buildings, and other critical facilities and equipment will be destroyed or severely damaged. Debris may make streets and highways impassable. The movement of emergency supplies and resources will be seriously impeded. Public utilities will be damaged and either fully or partially inoperable. Many county and municipal emergency personnel will be victims of the emergency, preventing them from performing their assigned emergency duties. Numerous separate hazardous conditions and other emergencies as a result of the major event can be anticipated.

Thousands of emergency victims may be forced from their homes and large numbers of dead and injured could be expected. Many victims will be in life-

threatening situations requiring immediate rescue and medical care. There will be shortages of a wide variety of supplies necessary for emergency survival. Hospitals, nursing homes, pharmacies and other health/medical facilities will be severely damaged or destroyed. The number of victims requiring medical attention will overwhelm medical and health care facilities that do remain in operation. Medical supplies and equipment will be in short supply.

Damage to fixed facilities that generate, produce, use, store or dispose of hazardous materials could result in the release of hazardous materials into the environment. Food processing and distribution capabilities will be severely damaged or destroyed. There will be near-total disruption of energy sources and prolonged electric power failure.

A. GEOGRAPHIC INFORMATION

1. Area

Lake County has 953 square miles of land surface area.

2. Topography

Lake County is located in what is frequently termed the Lake Region District of the Florida Central Highlands. Conspicuous ridges having generally north-south orientation characterize this landform region. These ancient ridges are considered to be Pleistocene beach terraces that were formed millions of years ago as Florida emerged from the sea. Within Lake County there are three distinct physiographic provinces: The Apopka Ridge in the northeast; the North Citrus Lakes Ridge from Polk County in the central part of the County; and, the West Central swamps area that becomes the dominant land-form in the southwestern area. Having risen from a former seabed, much of Florida is under laid with sedimentary limestone. Of the 1,400 lakes within Lake County, many are actually sinkholes caused by dissolution of the underlying limestone strata. The relatively high elevation of Lake County, its consequent tilt downward to lower elevations, combines to form unique phenomena important to a vast segment of Florida's population. Through the combination of these physical conditions, southern Lake County becomes an important link in recharging the limestone aquifers that provide a major source of the ground water to the municipal and industrial wells of a 15 county area situated mid-way between the Gulf of Mexico and the Atlantic Ocean. Osceola and Polk Counties form the southern boundary of Lake County, the St. John's River, Volusia,

Seminole, and Orange Counties outline the eastern boundary, Marion County bounds the North and Sumter County bounds the West.

3. Land Use Maps

Due to the size of Lake County, and the variable types of land use pattern, future land use patterns are shown on maps, which can be viewed in the EOC Map Book (Map #1 - East Central Florida Land Use Map, and Map #2 - Lake County Future Land Use Map).

4. Water Area

The County has more than 1,400 lakes comprising a total of 202 square miles.

5. Average Elevation

The County's average elevation is 124 feet.

6. Drainage Patterns That Aggravate Flood Conditions

There are no specific drainage patterns that aggravate flood conditions in the County, according to the St. John's River Water Management Agency.

Certain areas of Lake County are low-lying and subject to flooding from rising water. Specific areas include those along the western shores of Lake Apopka, the complete shoreline of Lake Louisa, the western shorelines of Lake Minnehaha and Lake Minneola, the complete shoreline of Lake Dora, Lake Yale, Lake Akron, and along the entire western shoreline of the St. John's River. The other flood problem involves storm water run-off that occurs in many locations. This problem has become more critical because of development in areas subject to flash flooding.

7. Environmentally Sensitive Areas

The environmentally sensitive areas within Lake County fall into the category of wetlands. It is impossible to list each area due to the large number of areas that are listed as wetlands. All wetlands are shown on the Lake County Wetland Vegetation Map (3-26-95) and can be viewed on Map #3 of the Lake County EOC Map Book.

8. Flood Prone Areas

The Lake County Flood Zone Map (3-25-96) outlines flood zones in accordance with the National Flood Insurance Program, and includes Zones A, A1-A30, AE, B, and C. This map can be viewed on Map #4 of the Lake County EOC Map Book.

B. VULNERABILITY ANALYSIS (DEMOGRAPHICS)

1. Population

Total permanent size as of 2000 is 210,528 persons.

2. Population Density and Distribution

Population Density and Distribution figures are taken from the 2000 Census figures.

<u>Location</u>	<u>2000 Census</u>	<u>Inmates</u>	<u>Less Inmates</u>
LAKE	210,528	894	209,634
Astatula	1351	0	1351
Clermont	8384	0	8384
Eustis	16,428	0	16,428
Fruitland Park	3,428	0	3,428
Groveland	2,860	0	2,860
Howey-in-the-Hills	915	0	915
Lady Lake	14,130	0	14,130
Leesburg	17,653	0	17,653
Mascotte	2,732	0	2,732
Minneola	2,832	0	2,832
Montverde	1,277	0	1,277
Mt. Dora	9,755	0	9,755
Umatilla	2,796	0	2,796
UNINC	118,198	894	117,304

3. Vulnerable Population

There are a number of special facilities and populations that should be considered when doing a hazard analysis in Lake County. Special facilities/populations are those that would be more vulnerable to the

effects of given hazards than the general inventory of facilities or the general population. This could include portable or mobile buildings, which are unable to withstand the effects of a natural disaster such as hurricane or tornadic winds.

Approximately 91,600 of these are permanent mobile home residents. All mobile home residents are considered vulnerable persons. In addition, approximately 40,000 more mobile home residents are seasonal, arriving around November and departing in May.

Also vulnerable are those populations that fall in the category of persons requiring special medical attention and/or those having no personal transportation. These are anticipated through the Persons with Special Needs Program. As of August 2002 there were 502 persons registered with special needs.

Farm Workers. Farm workers comprise less than 3% of the Lake County population. Farming is a \$948 Million Dollar business in the county. Peak periods for farming include fall and winter for citrus and spring for other revenue producing crops. There are two groups of farm worker populations: migrant workers who follow the crops, and seasonal workers who live in the area and work the crops in season. There is, however, no information currently available as to the number of migrant workers in Lake County.

The number of group home facilities and other special facilities in Lake County are as follows:

Facility Type	Number of Facilities
Adult Congregate Living Facilities	26
Nursing Homes	13
Ambulatory Surgical Centers	5
Groups Homes	8
Adult Day Care Centers	1
Senior Service Organizations	8
Hospitals	5
Public Schools	43
Private Schools	20
Child Care Facilities	51
Mobile Home/RV Parks/Camps	73
Mobile Home/RV Park/Camp Spaces	23,700

4. Distribution of Population by Age

Estimated Distribution of population by age for 2000 is:

Under 19	46,603
19-64	108, 313
65 +	55,603

5. Areas of largest Tourist Population

Annually approximately 1.8 million tourists visit the county and contribute approximately \$232 Million Dollars to the county economy. The main tourist population is due to persons attending Orlando-area attractions and using Lake County as a home base. Motels/hotels/campgrounds used for this purpose are located in the south end of Lake County.

A smaller tourist area is the historical Mt. Dora area that attracts persons year-round.

<u>HOTEL/MOTELS BY UNITS/ESTABLISHMENTS</u>		
Year	Units	Establishments
2000	2,450	57

<u>NUMBER OF HOTELS BY SIZE, 2000</u>					
400+	200-399	50-199	10-49	1-9	TOTAL
0	5	16	7	29	57

6. Non-English Speaking Populations

The largest non-English speaking population in Lake County is Hispanic and comprises approximately 3% of the total population (2000 Census). Other non-English speaking populations comprise approximately 1.2% of the total population (2000 Census).

C. ECONOMIC PROFILE

1. Employment by Industry Type

County Civilian Labor Force as of 2000 was 86,000.

County Non-farm Employment Industry	
Industry Type	Employment
Agriculture, Forestry, Fish, Mining	2,300
Trade	15,000
Transportation, Warehousing & Utilities	4,000
Manufacturing	5,200
Construction	8,500
Financial, Insurance, Real Estate, Rental & Lease	5,000
Professional	6,700
Arts & Entertainment	11,000
Education, Health & Social Services	14,000
Information & Other Services	6,700
Public Admin	4,300

2. Unemployment Rate

The unemployment rate for Lake County as of 2000 was 2.00%.

3. Property Values

Property values in Lake County are very diversified due to a large population of mobile home residents, both in parks and on lots or acreage. In addition to our mobile home residency, we also provide single and multi-family dwelling developments. Residential property values in 2000 were; \$63,707 for single family residents, \$22,244 for mobile homes and \$46,691 for condos and multifamily units.

Commercial development concentrates around the U.S. 441- Hwy. 27 corridor, which runs the length and width of Lake County. In addition to the hotel/motel inventory listed above, commercial development also includes 6 civic auditoriums with total seating capacity of 1,500; 1 regional mall; 25 shopping centers, and, 7 libraries.

Developed industrial parks number 21, with total developed acreage being 2,095.

Acreage zoned for manufacturing totals 6,500.

Total Value of Building Permits for 2001 exceeded \$499,000,000.

Ad Valorem Millage Rates in 2001 were as follows:	
Government	5.1170
Special Districts	8.2020
Schools	1.9620
TOTAL	15.2810

4. Per Capita Income

The per capita income for Lake County in 2000 was \$24,173

D. TRANSPORTATION

1. ROADS

Two (2) U.S. highways, several state roads, and the Florida Turnpike serve Lake County. Highway 27 provides a four-lane north to south access and Highway 441 provides a four-lane east to west access. Most of the commercial development in Lake County is along these two corridors.

The Florida Turnpike is a limited access state road and provides north-south service from the central to the southern portions of Florida, passing through Lake County from the northwest and exiting to the southeast.

Traffic is carried across Lake County by way of Highway 44 and through Lake County on Highway 27. These primary roads are the designated evacuation routes into and out of the county.

2. AVIATION

Lake County is serviced by two small aircraft airports, Eustis Airport and Leesburg Airport. In addition to these there are several private airports and strips catering to individuals and ultra-light aircraft.

3. MASS TRANSIT/BUSES

There is not a mass transit provider for Lake County.

4. RAILROADS

The CSX Systems Railroad offers regular freight service through Lake

County. Highways 27, 441 and the Railroad Line are primary transportation corridors for the movement of hazardous materials.

E. HAZARD ANALYSIS

In most instances the population vulnerable to these hazards is the entire population of the county. While it is unlikely that all of the county's residents will be affected by any one event, the possibility does exist that any of the county's residents could be affected by one of these hazards.

1. HURRICANES

Because of its subtropical location and long coastline, Florida is particularly susceptible to hurricanes. The greatest threats posed by a hurricane are storm surge, wind damage and inland flooding. Lake County need only be concerned about the latter two.

Wind damage from the storm itself is related to wind speed and the accompanying "pressure" that is exerted on structures when the wind speed doubles, four times more force is exerted on structures. Wind damage is also caused by hurricane-spawned tornadoes. Tornadoes often form on the leading edge of a hurricane and can be more destructive than the hurricane itself. Tornadoes may even form in the relatively weak hurricanes, often causing much or more damage than the parent storm. Lake County includes a number of drainage basins that facilitate regional drainage and could be a candidate for flooding that may result from rains accompanying a hurricane or post-hurricane storm. These areas may experience flooding from either a "direct hit" or a storm that passes close by. It is extremely important for residents in flood-prone areas in the County to keep track of a storm as it passes over all local and regional drainage basins. Rainfall varies with each hurricane; however, on the average, the normal hurricane delivers between ten and twelve inches of rain.

All of Lake County would be vulnerable to hurricane damage from high winds, rain-induced flooding and hurricane-spawned tornadoes.

The greatest threat from wind and tornadoes will be to those living in structurally unsound housing and mobile homes. Even though most regulations require that mobile homes be anchored to withstand high winds, with "over the top" and frame tie-downs, their anchoring systems are usually designed to withstand wind velocities of only 70 to 100 miles per hour. The mobile homes themselves are usually

designed to withstand winds up to only 60 miles per hour, thus, even with an advanced tie-down system; the structure itself could be destroyed.

Hurricane-induced flooding would also present problems for low-lying areas of Lake County. Many of the lakes would be impacted as well, although drainage wells or improved drainage systems have mitigated problems in these areas somewhat. During El Nino years, however, even the best drainage systems may be tasked due to large amounts of rainfall previous to a hurricane event.

Lake County maintains federally provided flood maps that show the 100 and 500-year flood prone areas. High water levels, especially along evacuation corridors would hinder evacuation and/or emergency response capabilities.

2. TORNADOES

Although the Midwest has the reputation for the worst tornadoes, Florida is the state that experiences the most number of tornadoes per square mile of all the states. Florida has averaged 52 tornadoes reported per year since 1961, with an average of two fatalities per year. Florida's tornadoes are generally of shorter duration (3 miles) and have narrower paths (125 yards wide). Tornadoes in other portions of the nation are generally fourteen (14) miles long and 300 to 400 yards wide.

Because of the unpredictable patterns of tornadoes, and because the entire state, including Lake County, has a relatively high reoccurrence frequency, the entire County is vulnerable to tornado-induced damage. The damage potential for a tornado increases as a function of population density. As the number of structures and people increase, the potential damage/injury rate increases. Mobile homes, poorly constructed and/or substandard housing, apartment complexes and low-rent housing projects are especially susceptible to damage from a tornado. Mobile homes and substandard housing are exceptionally susceptible because of their lack of resistance to high winds, and apartment complexes and low-rent projects because of their size and densities. All of the incorporated municipalities, as well as the unincorporated urbanized area of Lake County, are vulnerable.

3. ARMED VIOLENCE (Civil Disturbance, Terrorism or Military Conflict)

Although the federal government recognizes that the United States has entered the post-Cold War era, federal planning guidelines on military threats are in transition. For hazard analysis purposes, it is prudent to scale back on the magnitude of nuclear events for other more likely scenarios.

Since the events of September 11, 2001, emergency management has turned its attention to other threats to public safety such as terrorism. Terrorism is a serious issue in Florida; the state with its theme parks and large tourist industry provide a large concentration of people as potential terrorist targets. Although potential targets are unpredictable, high-density population centers and military installations are the most likely. Terrorism increases the likelihood of mass casualty and mass evacuation from a target area.

For threats of armed violence, it is very likely that joint jurisdictional management of the operation will take effect, coordinated at the County level between the Sheriff 's Office, FDLE and the Division of Emergency Management. For any of these scenarios, some degree of state and federal involvement will, most likely, occur. The lead federal agency may be the Department of Justice or FEMA.

4. DROUGHTS

As with freezes, there is no way to predict when a drought will occur or how long it may last. Drought conditions existed in Florida from 1965 through 1982, and from 1997 to 2002 after which time conditions have generally returned to normal. The conditions have been particularly severe during certain years, and various areas of the state have been affected to different degrees. For example, the Everglades were particularly hard hit in 1965. From July 1970 to June 1971, the lower East Coast of the US suffered approximately one hundred and thirty million dollars (\$130,000,000) in damage, particularly to pasture land and corn crops. During 1977, a two-month dry spell brought an estimated thirty million dollars (\$30,000,000) in damages to Florida, and the Governor of Florida deemed a three-month drought during 1979 the worst since 1971. Generally, however, throughout the entire central portion of the state, water levels in rivers and lakes were lowered, as was the water table. Various local governments within the County imposed water usage

restrictions.

Farmers were particularly affected by the drought conditions as the water table fell and deeper wells had to be drilled for irrigation purposes. Because the most recent drought to affect Lake County stretched over a period of 17 years, the historical rating is high.

5. FLOODS

For Florida as a whole, flooding is a continuous problem. While flooding can result from either storm surge associated with hurricanes, riverbank overflow or ponding, it is the latter two that represent a hazard to Lake County.

Heavy rains within a drainage area and the subsequent inability of a river to accommodate the added runoff almost always cause flooding resulting from riverbank overflow. There are two drainage areas within Lake County that would be similarly affected, the St. Johns River and the Green Swamp. This problem could be compounded if heavy rains fell simultaneously in the counties surrounding Lake, thus adding to the volume of run-off.

Ponding occurs in low areas that area characterized by either poorly drained or supersaturated soils (high water table). This type of flooding would be prevalent in the west and south end of Lake County where the Green Swamp drainage basin is located.

6. SEVERE WINTER STORMS/FROSTS

Each winter, Florida faces the threat of at least a moderate freeze. This presents a problem for Florida as a whole because of the large amount of agriculture activity conducted throughout the state. For Lake County this activity is centered on the vegetable, foliage and citrus industries. Personal injury or death due to freezes is not considered a hazard except indirectly through fire caused by incorrect or careless use of space heaters, etc.

The freeze line does run through the northern part of Lake County just north of Altoona.

7. HAZARDOUS MATERIALS (Non-Radioactive)

A hazardous material is any substance that, if released into the environment, would have a harmful and sometimes fatal effect on persons and animals coming into contact with it. Hazardous materials include highly flammable fuels, herbicides and pesticides, petroleum and relate products, natural gas and chemicals. Radioactive substances, although frequently included within the category of hazardous materials, were not considered a hazard within this analysis.

There are 3,000 hazardous chemicals licensed for transport by the US Department of Transportation, many that have a disastrous effect if released in an accident. In fact, one of the most difficult problems encountered in the management of a hazardous materials accident scene is the identification of the product or products involved. Lake County is vulnerable to the effects of hazardous materials accidents resulting from both transportation and industry. Light industry present in Lake County store and utilize materials such as natural gas, anhydrous ammonia, petroleum distillates, chlorine and pesticides on a daily basis and hazardous materials are transported to and through the County by rail, highway and air. There are approximately 150 SARA Title III facilities within the county.

8. WILDFIRES

Lake County's typical fire season is the dry season, from January through May. The largest number of lightning-caused fires occurs in July - August, which coincides with the height of the thunderstorm season. 1998 was a very active wildfire season resulting in the burning of hundreds of acres.

9. TRANSPORTATION ACCIDENTS

These area incidents involving disruption or failure of transportation systems including air, rail, water and ground vehicles.

The potential for serious injuries or a mass casualty incident is an ever-looming threat. If a major transportation accident occurred, the County EOC would be activated to respond to the event.

10. LIGHTNING

Florida leads the nation in lightning-related deaths and injuries. Since

1959, averages of 10 people have been killed and 34 injured each year as a result of lightning. The peak month for lightning strikes is July, but June and August have a significant number, and no month is immune from lightning danger.

11. SUBSIDENCE (Sinkholes)

A sinkhole is a depression in the land surface, usually round or funnel-shaped, which connects with a subterranean passage created by a solution of limestone rocks by circulating ground water. Sinkholes may also form by collapse of a cavern roof.

All areas of Florida are subject to the occurrence of sinkholes due to high water tables. Contrary to popular belief, sinkholes are usually a result of wet-weather period's not dry weather.

Lake County experiences several sinkholes a year, usually on private property. In those cases where sinkholes occur in roadways, the County road department and/or Florida DOT are notified to mitigate the event.

12. TERRORISM

Terrorism is a serious concern in Florida. Although potential targets are unpredictable, high-density population centers, tourist attractions, and military installations are the most likely. The recent terrorist incidents of September 11, 2001, the Anthrax cases involving the US mail system, and the domestic bombing of the Oklahoma City federal building underscore the fact that no community is immune from these events and that terrorism is both a foreign and domestic threat. (See Terrorism Annex to CEMP)

13. Hazard Probability Matrix

Hazard	Probability			Frequency			Vulnerable Population		Costs	
	H	M	L	1yr	5yr	10yr	<5K	>5K	<1M	>1M
Hurricane/Tropical Storm		x			x			x		x
Tornadoes	x			x				x		x
Armed Violence Civil Disturbance			x				x			x
Terrorism			x				x			x
Drought		x			x			x		x
Floods		x			x		x		x	
Severe Winter Storms/Frosts		x		x			x		x	
Hazardous Materials (Non-Radioactive)	x			x			x		x	
Wildfires	x			x				x	x	
Transportation Accidents	x			x			x		x	
Lightning	x			x			x		x	
Subsidence (Sinkholes)	x			x			x		x	
Exotic Pests & Diseases		x			x		x			x
Disease & Pandemic Outbreaks		x			x			x	x	
Special Events	x			x			x		x	
Nuclear Power Plant Incidents			x					x		x

F. PLANNING ASSUMPTIONS AND GUIDELINES

1. County and municipal governments have primary responsibility for response in emergency/disaster situations. They will commit all available resources to save lives and minimize injury to persons and damage to property.
2. Local government (county and municipalities) departments/agencies have designated representatives of their organization to act as Emergency Coordinators. The Emergency Coordinators are responsible for assisting in developing their department/agency contingency plan and reporting to the Lake County Emergency Operations Center, upon request and if appropriate, during emergencies.
3. As appropriate, state and federal departments/agencies, plus adjacent jurisdictions, will assist in emergencies/disasters response and recovery, if called upon.
4. The proper use of this plan may reduce or prevent the loss of lives and damage to property.
5. Many emergency/disaster situations can occur with little or no warning, allowing little time for preparedness measures.
6. Officials of all jurisdictions within Lake County are aware of the possible occurrence of emergencies/disasters. They are also aware of their responsibilities under this plan and will fulfill their duties as needed.
7. Disaster relief operations are conducted by Lake County and other agencies within the authority and responsibilities designated in Chapter 252, Florida Statutes.
8. Municipalities within the county may exercise independent direction and control of their own resources, outside resources assigned to the municipality by the County EOC, and resources secured through existing mutual aid agreements with other municipalities. Requests for state/federal government assistance will be directed to the County EOC.

9. The Mayors (or designee) of all incorporated communities are assigned the leadership role in their community in preparing for natural and manmade disasters. Each city is encouraged to adopt, through municipal planning and organization, in coordination with the County, their own means of controlling and handling the threats and effects of natural and technological disasters within their community. These plans may not be in conflict with county functions.
10. All municipality and county departments and agencies emergency preparedness planning and coordination will be compatible with the policies and procedures of this plan.
11. In support of this plan, the primary and support agencies of each emergency support function have developed emergency operations procedures.
12. It is assumed that many local emergency response personnel will experience casualties and damage to their homes and personal property, and will themselves be victims of the disaster.
13. It is assumed that citizens and response organizations from other counties and states will send massive amounts of food, clothing and other supplies in response to what they perceive to be Lake County's needs.
14. It is assumed that competition among Lake County citizens and communities for scarce resources will occur.

F. LEVELS OF DISASTER

Chapter 252, Florida Statutes, requires the Comprehensive Emergency Management Plan to contain provisions to ensure that the county is prepared for emergencies and minor, major and catastrophic disasters.

1. Emergency

Any occurrence, or threat thereof, whether accidental, natural, technological or caused by man, in war or in peace, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property.

2. Minor Disaster

Any disaster that is likely to be within the response capabilities of local government and results in only minimal need for State or Federal assistance.

3. Major Disaster

Any disaster that will likely exceed local capabilities and require a broad range of State and Federal assistance.

4. Catastrophic Disaster

Any disaster that will require massive State and Federal assistance, including immediate military involvement.

III. POLICIES

Policy required for emergency situations and emergency operations of county government and their departments is the responsibility of the Executive Policy Group. The Executive Policy Group for Lake County Emergency Operations includes the County Chairman, County Manager, County Attorney, and the Director of Public Safety. Other County Division Directors and Emergency Coordinators from either municipalities or other outside organizations may be added to the Executive Policy Group as required.

A. LOCAL STATE OF EMERGENCY

A Local State of Emergency may be declared whenever an evacuation is ordered, normal community functions are severely disrupted, Lake County Government requires outside assistance, or as deemed necessary by the Executive Policy Group. In accordance with Lake County Resolution #1992-178, the following line of succession of authority has been established: (1) Chairman of the Board of County Commissioners; (2) Vice-Chairman of the Board of County Commissioners; (3) other County Commissioners in descending numerical order by district in the four (4) remaining districts; and (4) County Manager.

B. EVACUATION ORDERS

Evacuation Orders will be issued based on the hazard, amount of time available and the length of time anticipated to completing the evacuation.

C. EVACUATION CESSATION

The evacuation will be stopped when either the hazard is abated; or when conditions become unsafe for Emergency Responders. For example, during a hurricane, the evacuation process will cease with the onset of sustained Tropical Storm Force Winds (40 mph).

D. REENTRY INTO EMERGENCY AREAS

1. Priorities

The number one priority for reentry will be the mobilization and dispatch of search and rescue as well as damage assessment teams into the impacted areas to search for survivors and provide assessments of the damage. These operations will be the first response elements programmed for reentry and they will consist of representatives from law enforcement, fire, EMS, public works, utility providers, property appraisers and municipalities. No other government or private sector activity will be allowed to reenter the evacuated areas until these operations have been completed. After these actions have been completed, then other government and private sector emergency response operations (i.e. complete debris clearance, permanent utility restoration) will be allowed to commence.

2. Reentry

Because of the effects of the emergency, some areas of the County may sustain damage of such magnitude that access into these locations by the general public would require significant limitation. Emergency operations such as search and rescue, damage assessment, preliminary debris clearance, and other tasks will need to be performed in order to assure some degree of stability in these areas. Premature permanent reentry by the general public into these areas would complicate these emergency response operations and leave the returning population vulnerable with no services to support them.

Reentry into evacuated areas of Lake County shall be restricted until sufficient levels of services and infrastructure are available to support the returning population. In consultation with the County, the State Coordinating Officer (SCO) will make the final determination in

regards to reentry.

E. INTERDICTION

Due to the severe damage inflicted by a major emergency, many areas will be left devastated and unprotected. In addition, numerous high-priority emergency operations will be performed during the humanitarian relief phase of emergency response. As a result of these activities, there will be a need to tightly control access, ingress, and egress of the affected areas in order to limit the security risk to the damaged locations, and to minimize the impact on emergency operations by reducing unnecessary traffic on the County's major roads.

A very strict interdiction and control policy will be implemented in the immediate aftermath of a major emergency, and that control will be maintained until sufficient levels of services and infrastructure are available to support the returning population.

F. COORDINATION OF EMERGENCY ASSISTANCE

Many of the County's jurisdictions will be extremely damaged due to a major emergency. Affected municipalities will be competing for many of the same resources. Relief supplies and assistance during the first few days will be at a premium, and will need to be prioritized and directed to the most needed areas.

Pursuant to the requirements of F.S. 252, all emergency relief assistance will be coordinated through the Lake County Emergency Operations Center, which will serve as the central point of contact for all relief efforts.

G. COORDINATION OF EMERGENCY INFORMATION

The release of non-conflicting emergency information to the affected population such as clearance to return to evacuated areas, potability of water, the availability and location for relief assistance is vital to assure that goods and services reach the people who need them. A central point of dissemination for this type of information would resolve problems associated with the release of information by multiple organizations or governments.

Emergency public information announcements for public release will be made in coordination with the Lake County Emergency Operations Center.

H. CATASTROPHIC MUTUAL AID

The possibility exists that a hurricane or tropical storm could make landfall near the County to the north or south, but leave this area relatively unscathed. However, due to the proximity of the landfall all or a portion of the emergency support functions of the emergency operations plan would require activation. A need could arise to assist one or more neighboring counties. In addition, the rendering of mutual aid to the affected areas could entail the activation of emergency response facilities within the County, such as the Emergency Operations Center or Staging Areas.

If relief assistance to another County requires the activation of this County's Emergency Operations Center, all mutual aid to the affected County will be coordinated through that facility. If coordination of assistance does not require activation of the EOC, then mutual aid will be coordinated through the County Division of Emergency Management.

I. FINANCIAL MANAGEMENT POLICY

It is the intent of this policy to provide guidance for basic financial management to all departments and agencies responding under the provisions of the plan, to ensure that funds are provided expeditiously and that financial operations are conducted in accordance with appropriate policies, regulations and standards.

1. Assumptions

- a. Due to the nature of most emergency situations, finance operations will often be carried out with compressed time frames and other pressures, necessitating the use of non-routine procedures. This in no way lessens the requirement of sound financial management and accountability.
- b. A Presidential disaster or emergency declaration will permit funding from the Federal Disaster Relief Fund under the provisions of the Stafford Act in addition to the financial resources initiated at the local and state levels.

2. Expenditure of Funds

Timely financial support of any extensive response activity could be

crucial to saving lives and property. While innovative and expeditious means of procurement are called for during times of emergencies, it is still mandatory that good accounting principles and practices be employed in order to safeguard the use of public funds from the potential of fraud, waste and abuse.

- a. In concert with federal guidelines, officials of the primary and support agencies will give approval for expenditure of funds for response operations. Each agency is responsible for establishing effective administrative controls of funds and segregation of duties for proper internal controls, and to ensure that actions taken and costs incurred are consistent with the missions identified in this plan.
- b. Extreme care and attention to detail must be taken throughout the emergency response and recovery period to maintain logs, formal records, and file copies of all expenditures (including personnel time sheets) in order to provide clear and reasonable accountability and justification for future reimbursement requests. Reimbursement is NOT an automatic "given", so as much deliberative prudence as time and circumstances allow should be used.
- c. All records relating to the allocation and disbursement of funds pertaining to activities and elements covered in this plan must be maintained, as applicable, in compliance with:
 - The Code of Federal Register Title 33, Emergency Management and Assistance (CFR 44); relevant Circulars and Federal Statutes, in a manner consistent with provisions of the Federal Stafford Act;
 - Chapter 252, Florida Statutes, relating specifically to emergency management powers and responsibilities of local governments;
 - The Handbook for Disaster Assistance, Department of Community Affairs, Division of Emergency Management has been prepared to provide basic information and instructions. This handbook can be obtained from the Lake County Division of Emergency Management.

IV. CONCEPT OF OPERATIONS

A. GENERAL

Emergency operations span three separate but contiguous phases: emergency response, relief, and recovery. For the purposes of this plan, this concept of operations will focus on emergency response and relief efforts and measures to be taken for a smoother transition into intermediate and long-term recovery from a major or catastrophic emergency.

1. Scope

The scope of these operational concepts and response actions will include:

- a. Providing emergency notification and warning.
- b. Describing emergency mobilization procedures.
- c. Delineating emergency decision-making processes.
- d. Describing types and methods of implementation of emergency protective actions.
- e. Conducting rapid assessments of emergency impacts and immediate emergency resource needs.
- f. Providing security to the hardest hit areas.
- g. Coordinating information and instructions to the public.
- h. Conducting emergency relief operations to ensure victims have been identified and that their needs are met.
- i. Conducting preliminary damage assessments to determine the need for federal assistance.
- j. Summarizing procedures for requesting federal disaster assistance.
- k. Relaxation of protective actions and coordination of reentry into evacuated areas.

- l. Restoration of essential public facilities and services.
- m. Preparing for federal disaster assistance (public and individual).
- n. Coordination of resources and materials.
- o. Coordination of volunteer organizations.
- p. Dissemination of information and instructions to the public.
- q. Restoration of public infrastructure damaged by the emergency.

2. Command and Control Points for Emergency Operations

The EOC serves as the central command and control point for emergency-related operations and activities, and requests for deployment of resources. In the event the EOC is threatened, an Alternate EOC is activated.

3. Emergency Operations Center Locations

Emergency Operations Centers	
Primary EOC	Lake County Administration Building 315 W. Main St. Tavares, FL Generator: 35KVA, Run for 5 Days with on-site fuel supply.
1 st Alternate EOC	Lake Sumter EMS 2761 Old Hwy 441 Mt. Dora, FL Generator: 150 KW, 130 Gallon Fuel Capacity, 11.8 Gallons/Hour Emergency Contract for Refill
2 nd Alternate EOC	Mobile Command Trailer Centrally located for easy access Generator: On-Board Generator

4. Initial EOC Activation (Level III)

The County must be able to respond quickly and effectively to developing events. When an event or potential event is first detected, the EOC initiates Level III activation (monitoring). Communications are maintained between the EOC and the State EOC. Level III operations may be conducted from the Operations area of the Division of Emergency Management.

While emergency response actions necessary to protect public health and safety are being implemented, the Executive Policy Group will meet to discuss issues that may be coordinated with ESFs to make preparations to facilitate the rapid deployment of resources, establish the County's Emergency Operations Center, and implement this plan.

Section Officers in the EOC and ESF representatives will contact the designated emergency coordinators in affected municipalities to begin to identify needed and anticipated resources and contact persons. Resource requests that exceed the capability of the County will be forwarded to the State and Federal ESFs via the County EOC.

B. ASSIGNMENT OF RESPONSIBILITIES

The EOC will be managed using the Incident Command System. Field Operations will be coordinated through the Section Chiefs and mission tasking will be accomplished through the ESFs. Constitutional official's jurisdiction and responsibilities shall not be affected.

An individual may be designated as a Section Chief in the EOC for a number of reasons. The primary reason though is that the persons have developed the necessary expertise to lead that section.

A department or agency may be designated as the Primary agency for an ESF for a number of reasons. The agency may have a statutory responsibility to perform that function, or through the agency may have developed the necessary expertise to lead the ESF. In some agencies, a portion of the agency's mission is very similar to the mission of the ESF; therefore, the skills to respond in a disaster can be immediately translated from the daily business of that agency. Whatever the reason an agency is designated as the Primary agency, that agency has the necessary contacts and expertise to coordinate the activities of that support function.

Upon activation of the EOC, the lead agencies for the ESFs will designate a representative in the EOC to coordinate that ESF. The representative will report to the Section Chief in which their ESF has been assigned. It is up to the lead agency's discretion as to how many, if any, support agencies they will require present in the immediate area with them. However, due to the limited space available in the EOC, the attendance of support agencies should be closely coordinated with the Division of Emergency Management in the assigning of break-out rooms for these agencies.

The Primary department for the ESF will be responsible for obtaining all information relating to ESF activities and requirements caused by the emergency and disaster response. This information gathering will frequently require the primary agency to step outside traditional information gathering protocols.

The County will respond to local requests for assistance through the ESF process. Within the EOC, requests for assistance will be tasked to the ESFs for completion. The primary agency will be generally responsible for coordinating the delivery of that assistance.

The EOC Director will issue mission requests to the primary departments in each ESF based on the identified resource shortfall. Resource tasking will be accomplished through the ESFs on a mission assignment basis. The tasking on a mission assignment basis means that a local government resource shortfall will be addressed through identifying appropriate needs rather than tasking specific pieces of equipment or personnel.

The primary department or agency for that ESF will be responsible for identifying the particular resource or resources that will accomplish the mission and coordinate the delivery of that resource to the local government.

C. PLAN ACTIVATION

1. State of Emergency

When a major or catastrophic emergency has occurred or is imminent, a declaration of a local state of emergency may be issued following the line of succession of authority as follows: (1) Chairman of the Board of County Commissioners; (2) Vice-Chairman of the Board of County Commissioners; (3) other County Commissioners in

descending numerical order by district in the four (4) remaining districts; and (4) County Manager. Such an action will activate immediately all portions of this plan.

2. Response Readiness

In the absence of a local state of emergency, the Director of Emergency Management may activate portions of this plan in accordance with the appropriate levels of mobilization to facilitate response readiness or monitoring activities.

D. NOTIFICATION AND WARNING

The purpose of this section is to outline the systems available for warning the responsible government officials and the general public of the threat of an impending disaster or that an actual emergency situation is in progress.

1. County Warning Point

Lake County's Department of Public Safety, Division of Emergency Management, is designated as the official warning point for Lake County. The Director of Emergency Management is designated as the warning officer for Lake County. The 24-hour warning point is the Lake Sumter EMS Dispatch Center in Mt. Dora.

2. Primary and Backup Warning and Alert Systems

a. Defining Significant Incidents for notification

Notifications of watches, warnings, or the occurrence of significant events will be received at the warning point through bulletins and advisories from the National Weather Service received via the State Warning Point, the Weather Service Satellite System, radio, telephone and the general public. These significant incidents may include but are not limited to the following:

1. Any incident that may require a substantial evacuation and/or relocation of a given area.
2. Any event posing a potential threat for a mass casualty incident.
3. Any weather related warning advisory.

4. Any formation of tropical weather systems.
5. Any incident that closes or significantly blocks a major roadway within the County.
6. Any large or multiple structure fire.
7. Any prolonged shutdown of public utilities.
8. Any incident where public resources within Lake County are being deployed out of the County, except for emergency services mutual aid.
9. Any event posing a major environmental threat.

b. Alerting

Upon the receipt of notification of any such significant event, the Director of Emergency Management shall implement one, or a combination of the following actions:

1. Activate the emergency group paging and/or the telephone alert, dial down warning system.
2. Notify the State Warning Point, via the Satellite Communication System, or by telephone. If necessary, request activation of the Emergency Alert System.
3. Notify one or more designated agencies of County Government or political subdivision(s).
4. Initiate a partial or full call-out of personnel.

c. Backup Alert Systems -Dial-down Alert

The dial-down alert when initiated will be made to County governmental staff and non-county EOC staff utilizing the computerized emergency dial down system. It will be the responsibility of each Section Chief to notify their respective support agencies, division directors, and/or staff, under their span of control. In addition, the following actions will be initiated:

1. Lake County political subdivisions, and other governmental and non-governmental agencies will be contacted, and utilizing their own internal procedures to notify their staff of the threat of emergency situation.
2. Warning the public, whether via the Emergency

Broadcast System or other available means, will include instructions for any required actions, i.e., evacuation, keeping away from a disaster area, seeking cover from a threatened tornado.

d. Backup Alert Systems - Blast Fax and Fax Machine

1. Additional backup to the systems already identified will be the AT&T Blast Fax (utilizing telephone lines), and
2. The County fax system that connects each department by internal fax machines.

e. Fan-Out Alert

It is the responsibility of Primary Agencies/Departments for ESFs to notify their respective support agencies, division directors, and/or staff, under their span of control.

f. Activation of public warning system.

Warnings of impending or potential emergencies such as a hurricane, tornado, or severe weather, or a notification of a sudden incident such as a tornado touchdown, an airplane crash, a major hazardous materials release or any other significant event that may impact multiple jurisdictions or large numbers of people must be disseminated to responsible officials, emergency response agencies, and to the public.

It is the responsibility of the EOC Director to determine the need for activation of the public warning system and assuring that the activation and notification has occurred.

3. Levels of EOC Activation – All Hazards Response

- a. Level III - Danger possible - Monitoring Phase. Operating under normal conditions, however monitoring the situation. EOC Section Chiefs and emergency response agencies notified. Emergency procedures reviewed. Organizational plans reviewed and updated.
- b. Level II - Danger probable – Partial Activation, operating under

standby conditions. Key EOC personnel notified to report. EOC activated. Public informed. State Warning Point and adjoining counties notified. Ensure personnel have been briefed and family responsibilities have been addressed. Municipality/County coordination established. Citizen Information Center activated.

- d. Level I – Full Activation – Operating under standby procedures preparing for conditions of probable danger. EOC is fully operational. Public informed. All agencies should coordinate with the EOC as required.

E. EMERGENCY DECISION MAKING

Two key elements that are essential for making sound emergency decisions are knowing the amount of time that is needed to respond to the emergency and the amount of resources that are needed and available. When making emergency action decisions the following general methodology will be used:

1. In weather-related emergencies, pre-emergency hazard times will be computed from the advisories issued by the National Weather Service (NWS) through the computer-based Hurricane Tracking Program. These times, therefore, are based on the actual characteristics of the event (i.e. forward speed of the storm and the distance tropical storm conditions extend from the eye). Total evacuation times are the combination of the clearance and pre-emergency hazard times.
2. The probabilities generated by the NWS will be considered when recommending protective measures. These probabilities are simple mathematical odds deduced from computer weather models.
3. Pre-emergency hazard time is the amount of time between the onset of the event and the actual arrival of hazardous conditions.
4. After determining the total pre-emergency time and the length of time before the arrival of hazardous conditions, a projection is made of when a decision must be reached. This is decision time.
5. Decision time is the amount of time available before the issuance of protective actions to allow adequate response time for the threatened population.

6. Execution time is the time available that allows for the completion of an emergency action before hazardous conditions are experienced. This would include a mobilization time.
7. During the process of decision-making, determination for the issuance of protective actions and furnishing of assistance will be based on the following priority:
 - Priority 1 - Lives endangered - Immediate response required
 - Priority 2 - Timely operational response required
 - Priority 3 - Routine logistical/administrative.
8. Operational responses to the above situations will be based on the following:
 - Availability of Resources - ESF 7 (Resources Unit) must assess the availability of resources, consider anticipated problems and identify the most effective method of meeting the request.
 - Location of Resources - ESF 7 staff will identify the closest available resources.
 - Arrival Time - ESF 7 staff will estimate the time of arrival of resources.

F. PROTECTIVE ACTIONS

1. EVACUATIONS

Most evacuations will be local in scope and actions will be initiated following a decision by an emergency response incident commander. In such cases, the actions will be coordinated and administered by emergency response officials using local resources in accordance with operational procedures. It is anticipated that local jurisdictions will establish mutual aid agreements with neighboring jurisdictions to provide expanded resource capability. During any county-administered evacuation that does not require activation of the EOC, assistance will be provided under the various County agencies' normal statutory authority through coordination by the Division of Emergency Management.

However, in the event of a multi-jurisdictional operation, the County Chairman may issue a declaration of a local state of emergency and evacuation order in support of a municipality. This decision will be made following consultation with the Director of Emergency Management and representatives of the jurisdictions involved.

All County assistance and support of such actions will be coordinated from the EOC under the direction and control of the Lake County Emergency Operations Center Staff. Decisions on issues, such as deploying and pre-deploying personnel; determining evacuation routes; directing people caught on evacuation routes to safe shelter; ensuring the sufficiency of fuel; and addressing any matters relative to the ordered protective actions will be made by the Executive Policy Group. (See Appendix 3 for more detailed evacuation actions.)

2. SHELTERING

The opening of shelters is the responsibility of the Human Needs Branch of the Operations Section and ESF 6 (Mass Care). Should a request for assistance be made to the EOC, it will be to support the sheltering plan as identified by that support function. The EOC will coordinate through ESF 6 any requests for assistance from ESF's that will be needed to support multi-jurisdictional shelter operations.

G. RELIEF OPERATIONS

Once the emergency has passed, coordination of relief operations will begin. These may include search and rescue operations, mass casualty activities, the provision of emergency supplies, preliminary damage assessment, emergency debris removal, and emergency restoration of utilities. The EOC will continue to direct management and coordination of all emergency response functions. Emergency relief agencies as well as all levels of government and the responding disaster relief organizations will be represented through various emergency support functions in the Emergency Operations Center.

The primary initial local coordinating agency for requesting resources and relief from State and Federal sources and allocating such supplies within the County will be the Emergency Operations Center. State and Federal Emergency Response Teams will be established and sent as soon as possible after the emergency. Ideally, these Emergency Response Teams will be

located in Lake County at or near the Emergency Operations Center and will carry out all State coordination and assistance functions until the Federal Disaster Field Office (DFO) is established.

The municipalities will make requests for immediate relief supplies and resources to the EOC. The EOC will consolidate all city requests into a County request for immediate relief resources. The County request for outside resources will be made to the State.

H. ACTIVATION OF THE FEDERAL RESPONSE PLAN

When it becomes apparent that the anticipated magnitude and extent of damages will be beyond the capabilities of the County and State and that federal resources will be necessary to supplement local emergency response efforts, the Governor will contact the Director of the Federal Emergency Management Agency's (FEMA) Regional Office in Atlanta and request activation of the Federal Response Plan. Activation of this plan authorizes the mobilization of federal resources necessary to augment State and local emergency efforts.

1. FEMA's Advanced Emergency Response Team

An advance element of the Emergency Response Team (ERT/A) is the initial group to respond in the field and serves as the nucleus for the full Emergency Response Team (ERT). The ERT/A is headed by a team leader from FEMA and is composed of FEMA program and support staff and representatives from selected federal agencies.

A part of the ERT/A will deploy to the EOC to work directly with the County to obtain information on the impacts of the emergency and to begin to identify specific requirements for federal assistance. Other members of the ERT/A will deploy directly to the most affected areas to identify an appropriate location for the Disaster Field Office (DFO); establish communications; and set up operations in the field.

2. FEMA's Full Emergency Response Team

The full Emergency Response Team (ERT) will be headed by the Federal Coordinating Officer (FCO). The ERT is composed of the FCO, FEMA program and support staff, and representatives from each of the 12 federal ESFs. The responsibilities of the ERT include:

- a. Coordinating overall federal response and emergency response activities to the County.
- b. Working with the County to determine support requirements and to coordinate those requirements with the ESFs.
- c. Tasking the ESFs or any other federal agency to perform missions in support of the County.

Upon their arrival, the team leader and ESFs will receive an operational briefing from the Director of Emergency Management and be assigned space from which to conduct their activities. Once this is completed, federal ESF staff will establish contact with their counterparts on the County and State ESFs to coordinate the provision of federal assistance to meet resource needs that exceed the capability of the State and affected local governments.

V. DIRECTION AND CONTROL

A. GOVERNOR

Under the provisions of Section 252.36, Florida Statutes, the Governor is responsible for meeting the dangers presented to the state and its people by emergencies. In the event of an emergency beyond the control or capability of local governments, the Governor may assume direct operational control over all or any part of the emergency management functions within the state. Pursuant to the authority vested in that position under Section 252.36, the Governor may:

1. Declare a State of Emergency to exist through the issuance of an Executive Order or Proclamation.
2. Activate the response, recovery and mitigation components of existing State and local emergency plans.
3. Serve as Commander in Chief of the organized and voluntary militia and of all other forces available for emergency duty.
4. Authorize the deployment and use of any forces, supplies, materials, equipment and facilities necessary to implement emergency plans.
5. Suspend the provisions of any regulation, statute, order or rule

prescribing the procedures for conducting government business if compliance would in any way hinder or delay necessary emergency actions.

6. Utilize all available resources of the state and local governments, as reasonably necessary to cope with the emergency.
7. Transfer the direction, personnel and functions of state agencies to assist in emergency operations.
8. Commandeer or utilize any private property necessary to cope with the emergency.
9. Direct and compel the evacuation of all or part of the population from any threatened or stricken area.
10. Prescribe routes, modes of transportation and destinations for evacuees.
11. Control ingress and egress to and from an emergency area, the movement of persons within the area, and occupancy of premises therein.
12. Suspend or limit the sale, dispensing or transportation of alcoholic beverages, firearms, explosives or combustibles.
13. Make provisions for the availability of temporary emergency housing.

B. STATE COORDINATING OFFICER (SCO)

Section 252.36, Florida Statutes authorizes the Governor to delegate or otherwise assign his command authority and emergency powers as deemed prudent. The Governor has appointed his Chief of Staff and/or the State Director of Emergency Management as his authorized representatives, to act on his behalf in carrying out the provisions of Chapter 252, Florida Statutes.

C. BOARD OF COUNTY COMMISSIONERS

Under the provisions of Section 252.38, Florida Statutes, the Board of County Commissioners is responsible for safeguarding the life and property of the citizens of Lake County, and to provide for the effective and orderly governmental control and coordination of emergency operations. For the

purpose of effectively carrying out these emergency responsibilities the Board has delegated these authorities in accordance with Lake County Resolution #1992-178, as follows: (1) Chairman of the Board of County Commissioners; (2) Vice-Chairman of the Board of County Commissioners; (3) other County Commissioners in descending numerical order by district in the four (4) remaining districts; and (4) County Manager.

D. COUNTY CHAIRMAN

Section 252.38, Florida Statutes, authorizes the Board of County Commissioners to delegate or otherwise assign its command authority and emergency powers as deemed prudent. Lake County by commission policy has delegated to the County Chairman the executive authority for all emergency operations and the powers of emergency government. If the County Chairman is unable to perform these duties, the powers are then delegated in the following line of succession of authority: (1) Vice-Chairman of the Board of County Commissioners; (2) other County Commissioners in descending numerical order by district in the four (4) remaining districts; and (3) County Manager. Constitutional official's jurisdiction and responsibilities shall not be affected. These powers include the ability to:

1. Appropriate and expend funds; make contracts; obtain and distribute equipment, materials, and supplies for emergency management purposes.
2. Provide for the health and safety of persons and property, including emergency assistance to the victims of any emergency; and direct and coordinate the development of emergency management programs in accordance with the policies and plans set by the federal and state emergency management agencies.
3. Appoint, employ, remove or provide, with or without compensation, coordinators, rescue teams, fire and police personnel, and other emergency management workers.
4. Establish, as necessary, a primary and one or more secondary emergency operating centers to provide continuity of government and control of emergency operations.
5. Assign and make available for duty the offices and agencies of the political subdivision, including the employees, property, or equipment thereof relating to firefighting, engineering, rescue, health, medical

and related services, police, transportation, construction, and similar items or services for emergency operation purposes, as the primary emergency management forces of the political subdivision for employment within or outside the political limits of the subdivision.

6. Request state assistance or invoke emergency-related mutual-aid assistance by declaring a state of local emergency in the event of an emergency affecting only one political subdivision. The duration of each state of emergency declared locally is limited to 7 days; it may be extended as necessary in 7-day increments.

Further, the Board of County Commissioners or as delegated to the County Chairman has the power and authority to waive the procedures and formalities otherwise required by law pertaining to:

1. Performance of public work and taking whatever prudent action is necessary to ensure the health, safety and welfare of the community.
2. Entering into contracts.
3. Incurring obligations
4. Employment of permanent and temporary workers.
5. Utilization of volunteer workers.
6. Rental of equipment.
7. Acquisition and distribution, with or without compensation, of supplies, materials and facilities.

E. LAW ENFORCEMENT

The Sheriff is a separate Constitutional Officer and Chief Law Enforcement Officer for the county. The Lake County Sheriff's office conducts a wide range of Law Enforcement activities during emergencies. Chapter 30 of Florida statutes governs the Sheriff in the execution of his powers, duties and responsibilities. During the enactment of a state-of-emergency in Lake County, state statute 252 shall not be construed to affect the jurisdiction or responsibilities of police forces; but state, local, and inter-jurisdictional emergency plans shall place reliance upon the forces available for performance of functions related to emergencies. The Sheriff's Liaison in the

County EOC shall keep the EOC informed concerning the Law Enforcement activities associated with the emergency and will pass to the Sheriff's office requests from the EOC for assistance in Law Enforcement matters necessary to protect lives and property during an emergency. In Lake County emergencies the Sheriff will act as ESF 16 and will command all Law Enforcement activities.

F. DIRECTOR OF EMERGENCY MANAGEMENT

Section 252.38, Florida Statutes, directs each County to establish an emergency management agency and appoint a director to carry out the provisions of Section 252.31 - 252.60. The Director, or in his absence the senior member of the Emergency Management Staff, of the Lake County Division of Emergency Management is the designated emergency manager for the County. In this capacity, the Designated Emergency Manager for the County is directly responsible for:

1. Organization, administration, and operation of the emergency management agency, the County Emergency Operations Center, and other related operational facilities.
2. Coordination of activities, services, and programs of county departments for emergency planning and emergency response throughout Lake County.
3. Maintaining liaison with state, federal and other local emergency management agencies.
4. Development and maintenance of operational planning for emergency response.
5. Ascertaining the requirements of the County in order to implement emergency response operations.
6. Instituting training programs and public information programs.
7. Taking all preparatory steps necessary, including the partial or full emergency mobilization of agencies to County and municipal governments in advance.
8. Cooperating with the State Coordinating Officer, the State Division of Emergency Management, and the heads of all other federal and

relief agencies in matters pertaining to emergency management and emergency response.

9. Taking measures to carry into effect any request from municipalities, agencies, the State Division of Emergency Management, or federal agencies for any appropriate emergency management activity.
10. Carrying out and implementing actions deemed necessary by the County Chairman pursuant to his/her emergency powers and authorities.

G. ADDITIONAL DIRECTION AND CONTROL POLICIES

1. The Chairman of the Lake County Board of Commissioners and the Mayors of the incorporated jurisdictions have the responsibility and authority to direct and control emergency/disaster operations in their jurisdictions.
2. The County Manager and public officials in other incorporated cities of Lake County are responsible for providing policy guidance in the administration of the emergency management program in their respective jurisdiction.
3. The Director of Emergency Management is the primary liaison officer for Lake County when coordinating with the Florida Division of Emergency Management and will coordinate with local Law Enforcement the use of Florida military forces and federal military forces.
4. When the provisions of this plan are in effect, the Emergency Operations center becomes the focal point for the Board of County Commissioners and county departments to conduct and coordinate emergency disaster operations.
5. Appropriate portions of this plan will be activated by the Lake County Director of Emergency Management, when required, to ensure quick response to an actual or impending emergency/disaster.
6. All municipalities, departments and agencies retain their identity and autonomy in all phases of planning and executing emergency disaster operations.

7. All county/city departments/agencies are expected to perform their assigned duties and services.
8. All assets (personnel, equipment, and supplies) under the authority of Lake County BCC may be re-directed to assist in operational functions other than their usual department. These assets are considered essential during an emergency and will be assigned on an as-needed basis to priority situations as required by the County Emergency Management Director.
9. There will be at least one representative from each Emergency Support Function (ESF) in the EOC to provide information and coordinate response actions. Each representative must have the authority to commit agency resources. There will be many events, situations and communications links occurring simultaneously during EOC activation. ESFs are encouraged to directly coordinate actions with one another while providing situation reports to their Section Chief and documenting activities to keep everyone in the EOC informed. Detailed procedures for information flow are provided in the Emergency Operations Center Plan Annex.

H. ORGANIZATION OF THE LAKE COUNTY EMERGENCY RESPONSE TEAM

In order to facilitate the use of the ESF Concept, the organizational structure has been designed using the Incident Command System. The County Manager, serving in his role as the County Disaster Preparedness Officer, may serve as the Incident Commander during emergency situations.

1. The organizational structures depicted on pages 139 and 140 are established to ensure the effective coordination of County resources during emergency response operations and collectively represents the Lake County Emergency Response Team (LCERT).
 - a. The County Chairman or his/her designee serves as the authorized representative of the Board of County Commissioners and is the chief executive responsible for the overall coordination of County emergency response operations.
 - b. The County Manager will serve as the County Disaster Preparedness Officer (CDPO) responsible to the Board of County Commissioners for overall coordination of County

emergency response operations.

- c. The Director of Emergency Management serves as the principal manager for emergency operations assisting the County Manager in performance of those duties as specified in this plan.
- d. The Executive Policy Group Primary Members will, as a minimum, consist of the County Chairman or his/her designee, County Manager, County Attorney, and Director of Public Safety; others may be added at the discretion of the County Manager.
- e. State Emergency Response Team (SERT) Liaison will coordinate with the Director of Emergency Management and is responsible for establishing liaison from the State EOC and keeping them apprised of the status of emergency operations and requests for support.
- f. Municipalities - Pursuant to F.S. Chapter 252.38, legally constituted municipalities may establish emergency management programs and develop emergency management plans in conformance with Federal, State, and County plans. Municipalities establishing command operations pursuant to these authorities will submit periodic status reports of their activities, provide damage assessment estimates for their jurisdictions, and coordinate all requests for State and Federal assistance with the EOC. Municipalities unable to perform command and control operations will be supported directly by the County Emergency Operations Center for those functions.
- g. Private Utilities - For the purposes of emergency response and assurance of the health and safety of persons threatened or impacted by an emergency situation, the emergency activity of private utility providers will be coordinated and supported by the County EOC.

I. COUNTY EMERGENCY OPERATIONS CENTER (EOC)

1. Activation and Operation

The EOC is located in the Lake County Administration Building, Room 233, 315 W. Main Street, Tavares. The EOC will be activated at the appropriate Level (III, II, or I) in response to a County Emergency. The Director of Emergency Management with concurrence from the Director of Public Safety and the County Manager will activate the EOC. The EOC will operate on a 24-hour-a-day basis throughout the emergency response period or until such time a reduced working schedule is deemed appropriate. Detailed operational procedures for the EOC can be found in the EOC Plan Annex.

The EOC will provide coordination, direction and control of county departments for emergency response and immediate relief following an emergency. The primary activities and functions of local government during this period of emergency response operations will be supported by a declaration of a State of Local Emergency which provides the legal basis for necessary emergency operations.

Because of space limitations, some restrictions will be placed on the size and number of ESF support agency staff being represented in the EOC. Breakout rooms will be provided for those ESFs that feel additional staff located in close proximity to the EOC will be an asset to their operation. Breakout rooms will be coordinated with the Emergency Operations Center Director.

Upon their arrival, members of the State Emergency Response Team and/or federal Advance Emergency Response Team (ERT/A) will be provided space in the offices surrounding the EOC.

2. Other Operational Centers

In support of emergency activities other operational centers may be implemented to assist in managing the many different activities associated with emergency support function operations. These centers will be established and staffed by personnel from the respective ESFs agencies involved in the emergency response process. Other emergency operations centers will communicate and provide their respective ESF representative in the EOC with an ongoing status of operations.

The types of emergency functions supported by these other operational facilities are as follows:

- a. Management of emergency operations responses for fire services and emergency medical incidents and search and rescue of the affected areas.
 - b. Control of an inter-county emergency response network designed to provide the support for movement of resources into the County.
 - c. Management for the allocation, administration, and distribution of emergency supplies to include food, water and medications.
 - d. Management of post-emergency sheltering operations.
 - e. The Sheriff will maintain his own EOC.
3. Municipal Emergency Operations Centers

Each affected municipality may activate an emergency operations center or command post, from which all municipal emergency response efforts and activities will be coordinated. To ensure coordination of resources and requests for assistance, direct communications will be established between the EOC and Municipal EOCs/Command Posts.

J. EMERGENCY SUPPORT FUNCTIONS

The personnel and resources for Lake County involved in emergency response operations will be grouped into Emergency Support Functions (ESFs).

Each ESF will provide resources using its primary and support agency authorities and capabilities, in coordination with other ESFs, to support its missions. Constitutional Officials jurisdiction and responsibilities shall not be affected. ESFs will allocate resources based on priorities and needs identified in conjunction with the County Chairman, County Manager, the Director of Emergency Management, and the Executive Policy Group. In cases where a conflict of priorities develops as a result of more than one ESF needing the same resource, the affected ESFs will work with the EOC Director to resolve the conflict.

ESF 1 - Transportation

- Responsible for coordinating County-wide transportation support to local governments and voluntary organizations.

ESF 2 - Communications

- Responsible for the provision and coordination of all communications support to other emergency support functions within the county emergency response team and agencies as required.

ESF 3 - Public Works & Engineering

- Responsible for providing technical advice and evaluations, engineering services, construction management and inspection, emergency contracting, facilities management, emergency road and debris clearance, emergency traffic signalization, flood control and solid waste facilities. Responsible for conducting and coordinating damage assessment for emergency declarations and federal and state funding reimbursement, collecting and compiling damage assessment reports, and coordinate damage assessment team training as necessary. Responsible for the coordination of emergency debris removal, debris management, and identification of alternate debris disposal sites and solid waste facilities

ESF 4 - Firefighting

- Responsible for managing and coordinating local fire services operations, and the coordination of use of personnel, equipment, and resources to support other emergency support functions in hazard mitigation and search and rescue operations.

ESF 5 - Information & Planning

- Responsible for collecting, processing, and disseminating information to facilitate emergency response efforts and the preparation of special operations plans.

ESF 6 - Mass Care

- Responsible for coordinating efforts to provide sheltering, feeding, and emergency relief, and for coordinating bulk distribution of supplies to victims.

ESF 7 - Resources

- Responsible for providing logistical management and resource support to all emergency support functions in response and recovery efforts to include emergency relief supplies, facilities, equipment, fuel, office supplies, contracting services, and all other resources which may be required.

ESF 8 - Health & Medical Services

- Responsible for providing supplemental assistance in identifying and meeting the general health and welfare of victims of a major emergency or disaster and for provision of emergency first aid and pre-hospital emergency medical services to the affected population.

ESF 9 - Search & Rescue

- Responsible for the conducting of search and rescue operations including locating, extricating and providing disaster medical treatment for victims.

ESF 10 - Hazardous Materials

- Responsible for providing a coordinated response to major releases or spills of hazardous materials.

ESF 11 – Food and Water

- Responsible for identifying, securing, and arranging the transportation of food assistance to the affected areas.

ESF 12 - Energy

- Responsible for coordination, prioritization, and restoration of public utilities and services to include emergency power and gas.

ESF 13 - Military Support

- Responsible for coordination of State and Federal military support to local governments.

ESF 14 - Public Information

- Responsible for coordination and dissemination of emergency public information.

ESF 15 - Volunteers and Donations

- Responsible for overall management and coordination of volunteers and donated goods.

ESF 16 - Law Enforcement

- Responsible for all law enforcement duties and constitutional responsibilities.

ESF 17 - Animal Services-Animal Control

- Responsible for the coordination of local resources in response to pet, farm, and wild animal care needs before, during, and after a significant emergency.

ESF 18 - Finance

- Responsible for ensuring that county employees effectively document disaster related cost during pre-disaster response, preliminary damage assessment and the recovery phase of a disaster. Establish consistent procedures, accountability by departments and accurate documentation of disaster related expenses by location.

EMERGENCY SUPPORT FUNCTION AGENCIES		
ESF	FUNCTION	PRIMARY AGENCY
1	Transportation	Lake Special Transport
2	Communications	LC Public Safety (Em. Comms)
3	Public Works & Engineering	LC Public Works
4	Firefighting	LC Public Safety (Fire/Rescue)
5	Information/Planning	LC Public Safety (Fire/Rescue)
6	Mass Care	American Red Cross
7	Resources	LC Procurement Services
8	Health & Medical Services	LC Health Department
9	Search & Rescue	LC Public Safety (Fire/Rescue)
10	Hazardous Materials	LC Public Safety (Fire/Rescue)
11	Food and Water	American Red Cross
12	Energy	LC Public Works (Local Energy Providers)
13	Military Support	Florida National Guard
14	Public Information	LC Public Information Office
15	Volunteers & Donations	LC Community Services
16	Law Enforcement	LC Sheriff's Office
17	Animal Services & Control	LC Public Safety (Animal Control)
18	Finance	LC Budget & Admin Services

VI. COORDINATION OF EMERGENCY RELIEF ACTIVITIES

A. REENTRY INTO EMERGENCY AREAS

Response to a major or catastrophic emergency will be a protracted process that will severely strain the resources of both governmental and non-governmental agencies over a period of time. A major or catastrophic emergency will require extraordinary steps to be taken to provide resources and assistance quickly and effectively.

PRIORITIES

Priorities will be established by local, state, and federal officials to guide the emergency response process, including:

1. Securing the disaster area and protecting public safety.
2. Assessing the immediate unmet emergency needs of those impacted by the emergency (food, water, clothing, medical supplies, etc.) and taking the appropriate steps to meet those needs.
3. Identifying and eliminating hazards to public health.
4. Assessing damages to essential public facilities and services (electricity, telecommunications, transportation systems, etc.) and taking the appropriate steps to restore essential facilities and services; and
5. Assessing the total impact to homes and businesses.

REENTRY

The State and County EOCs will review information collected by the needs and/or impact assessment teams. When it is determined that the environmental conditions within the affected area(s) are safe for public access, a recommendation to relax protective actions and allow reentry into certain designated areas will be made. No reentry will be allowed until properly authorized.

B. COORDINATION OF MUTUAL AID

Many local governments within the state have entered into local mutual aid agreements or into the statewide mutual aid compacts administered by the

State. Local mutual aid agreements may be in the form of a voluntary cooperative agreement that permits voluntary cooperation and assistance of routine nature across jurisdictional lines, or as in the case of the statewide agreement, the rendering of specific operational assistance in the event of a major or catastrophic emergency.

Non-law enforcement-related mutual aid will be coordinated by the designated Mutual Aid Coordinator, who will establish operations within the EOC.

Close coordination between the municipalities, ESFs and those associations and organizations coordinating mutual aid will be necessary to effectively meet the needs for mutual aid.

C. SECURITY AND LAW ENFORCEMENT

The Sheriff will command and provide for security and Law Enforcement Services in Lake County.

The Sheriff's Liaison at the county EOC will consult with the Florida National Guard when National Guard assets are assigned.

D. COORDINATION OF URBAN SEARCH AND RESCUE ACTIVITIES

Search and rescue activities involved locating and rescuing persons who are trapped, endangered, disabled or isolated as a result of an emergency. ESF 9 (Search and Rescue) will coordinate the provision of personnel, equipment, and other resources as necessary to support local search and rescue operations.

ESF 9 (Search and Rescue) will work closely with ESF 16 (Law Enforcement/Security) to make sure affected areas are marked and secured. ESF 9 will work closely with ESF 8 (Health and Medical Services) to make sure that emergency medical treatment and medical triage are available for those rescued, and that injured persons are transported to appropriate medical facilities for continued treatment and care.

E. COORDINATION OF MASS CARE ACTIVITIES

The American Red Cross (ARC) as the lead agency of ESF 6 is primarily responsible for providing general public mass care (including shelter and feeding) as part of the board disaster relief program enacted by the U.S.

Congress through the provisions of an agreement between the ARC and the State of Florida.

In the event that local American Red Cross Chapters cannot open a sufficient number of emergency shelters to house and accommodate the number of persons forced from their homes during and after an emergency, ESF 6 will coordinate the provision of additional emergency shelter for disaster victims. This includes, but is not limited to, the creation of temporary facilities such as tent cities, the construction of temporary shelters, and the use of similar facilities outside of the disaster area(s), in coordination with ESF 13, Military Support.

ESF 11 will obtain the food for feeding disaster victims and emergency workers. ESF 11 will work closely with its state and federal counterparts to provide food for established fixed and mobile feeding kitchens and pre-packaged bulk food items for distribution sites.

Requests for food, water, and ice will be processed through ESF 11 (Food). To meet the anticipated immediate need for food, ESF 11 will coordinate with its state and federal counterpart to locate and secure pre-packaged food, such as meals ready-to-eat (MREs) and federal surplus commodities. ESF 11 will work with ESF 7 in securing adequate supplies of water, including bottled water, tankers, water buffaloes and purification units. ESF 11 will also coordinate with ESF 7 (Resource Support) to locate and secure refrigerated trucks and boxcars for cold storage.

ESF 6 will work closely with ESF 8 to make sure that emergency medical services are available to disaster victims and emergency workers at all mass care facilities.

ESF 6 will work closely with its state and federal counterparts to establish a system for collecting information on disaster victims and making their information available to family members outside the disaster area(s). This information will include the names of persons registered at shelters and listed on NDMS and/or other casualty lists, and any other relevant information release through local hospital and emergency operations centers. Any information related to disaster-related deaths will be limited to those fatalities that have been officially confirmed.

F. COORDINATION OF HEALTH AND MEDICAL SERVICES

Immediately after emergency conditions subside impact assessment teams deployed in the disaster area will assess impacts on health and medical facilities and report the results of these assessments to the EOC. Based on the results of these assessments, ESF 8 (Health and Medical Services) will determine specific health and medical needs and priorities.

ESF 8 will coordinate the deployment of teams of clinical health and medical care personnel (including volunteers) to assist in providing care for disaster victims. A Joint Public Safety Field Operations Center (FOC) may be established as needed for this purpose. ESF 8 will establish mobile field hospitals as needed, and will coordinate with its state and federal counterparts to locate and secure Disaster Medical Assistance Teams (DMATs) from the National Disaster Medical System (NDMS). DMATs have the capability to provide triage, medical/surgical stabilization, and continued monitoring and care of patients until they can be transported to more suitable facilities.

In the event that it becomes necessary to evacuate seriously injured or ill patients out of the affected area(s), ESF 8 will coordinate with ESF 13 to locate and secure aero medical evacuation (air evac) aircraft from the National Guard Bureau or the Department of Defense. ESF 8 will work closely with its federal counterpart to local sufficient bed space for evacuated patients (the NDMS maintains a nationwide network of more than 100,000 pre-committed hospital bed spaces in major metropolitan areas).

ESF 8 will be responsible for locating and securing medical equipment and supplies (i.e. blood, pharmaceuticals, biologic products, etc) to support and restock health and medical care facilities (including DMATs) within the disaster area(s).

ESF 8 will coordinate the dispatch of epidemiological teams as needed to monitor the general population and special high-risk groups, and carry out field studies to assess health and medical needs; potable water, wastewater and solid waste disposal issues; and the threat of vector-borne diseases.

ESF 8 will work closely with ESF 3 to conduct bacteria tests of all potable water systems and well fields to determine whether it is safe to drink the water or whether boiling water first is necessary. ESF 8 will work closely with local public health officials in the issuance and lifting of necessary "boil water

orders."

ESF 8 will also coordinate the assessments of mental health needs and the provision of mental health services to disaster victims and emergency workers. ESF 8 will work closely with its federal counterpart to provide mental health training materials to disaster workers; assist local governments in the preparation of federal crisis counseling grants; assist in training mental health outreach workers; and to help address the problem of disaster worker stress.

ESF 8 will also work with local officials to assist in establishing temporary victim identification and mortuary services. ESF 8 will work closely with its state and federal counterparts to locate and secure Disaster Mortuary Services Teams (DMORTs) through DMS. The DMORTs have the capability for victim identification, forensic dental and pathology methods, and for the processing, preparation and disposition of remains.

G. COORDINATION AND DISTRIBUTION OF MATERIALS AND SUPPLIES PROCURED THROUGH GOVERNMENTAL AGENCIES

Once emergency conditions subside, local, state, and federal officials will begin to coordinate the acquisition and bulk distribution of massive quantities of materials and supplies necessary to meet the immediate emergency needs of disaster victims. A system for the acquisition and distribution of materials and supplies requested (solicited) through governmental agencies will be established.

All food supplies and materials processed through governmental agencies will be transported to one or more designated storage or staging area, where they will be catalogued, stored and then distributed to one or more designated storage depots in the County. ESF 7 (Resource Support) will assist by locating and contracting for warehouse and additional storage space as needed. From there, food and other supplies and materials will be transported to bulk distribution sites. ESF 16 will coordinate security at these sites as well as during the transportation of food and water to storage depots and distribution sites.

H. COORDINATION OF UNSOLICITED AND DONATED MATERIALS AND SUPPLIES

Once emergency conditions subside, individuals and relief organizations from outside the County (and outside of Florida) will begin to collect materials and supplies (food, water clothing, etc.) to be sent to the disaster area. It is absolutely essential that unwanted and unnecessary supplies be

controlled. ESF 15 will assure that procedures are put into place for the efficient distribution and use of donated supplies and materials.

The State Coordinating Officer will work closely with the County Division of Emergency Management to issue press releases encouraging the donation of cash rather than clothing, food, or other items by concerned citizens who want to help disaster victims. Cash donations should be directed to private voluntary organizations engaged in humanitarian relief and recovery efforts or, if established a County donation trust fund.

ESF 15 will be responsible for establishing a system and procedures for the collection and distribution of donated materials and supplies and for coordinating the services of unaffiliated volunteers.

One or more regional recovery areas will be established outside the County for the collection, storage and processing of unsolicited and donated materials and supplies. A press release will be issued, advising the public of these recovery staging area's location and instructions for those interested in donating materials and supplies. ESF 15 will prepare instructions and directions for those wishing to donate.

Municipalities and the respective ESFs should communicate their needs to ESF 15 each day. A press release urging individuals and relief organizations to send only those necessary supplies and materials will be issued. A similar release may be disseminated through the County notification system to notify departments and agencies of the types of supplies needed. This information will be updated and released to the media daily.

I. IN-COUNTY RESOURCE STAGING CENTERS

When it becomes evident from the magnitude of the emergency's impact that the delivery of services, resources or materials requires coordination from a more centralized location, ESF 15 with support from ESF 7 will establish one or more Resource Staging Centers (RSC). The RSC will be located in an area convenient to all impacted jurisdictions, with the area served dependent upon the severity of the disaster and the number of municipalities impacted. The decision to establish an RSC will be made by the EOC Director and will be based upon the following factors:

- The severity of the emergency is sufficient to have devastating impacts upon multiple municipalities within the County.

- Recovery of the impacted area cannot be accomplished by local government without long-term outside assistance.
- Affected local jurisdictions are unable to coordinate distribution of resources and services with existing manpower.
- Large amounts of donated goods and services are anticipated to enter the County.
- Resources beyond those currently available at the local governments are required.

The purpose of the RSC is to provide a location at which supplies and materials can be temporarily stored, and their distribution coordinated according to specific needs indicated by municipalities and respective ESFs. The RSC will function as a staging, coordination and distribution facility.

Once the RSCs are operational, delivery of locally requested foods, services or other assistance will be coordinated by the personnel in the RSC working directly with the municipality of ESF requesting the assistance. ESF 2 (Communications) will establish communication links between the RSC and local distribution sites within the disaster area to make sure that local needs for materials and supplies are met promptly and effectively.

Although the RSC will have representatives of the respective County ESFs, municipalities, and the State, it is not intended to supplement any other facility that may be established to respond to the emergency. The RSCs will not take the place of the Regional Recovery Center or any other facility designated to provide specific individual assistance to disaster victims.

Facilities selected for use as Resource Staging Centers must have ample open parking area in addition to significant enclosed storage.

In addition to the general space requirements, each RSC should be capable of supporting a staff of 25-50, and accommodate desks, computers, copy machines and approximately 50-100 telephones. All equipment and supplies necessary to support the RSC will be produced by ESF 7 (Resource Support), but the facility itself should be capable of providing a reasonable office setting for administrative purposes.

RESOURCE STAGING CENTER STAFFING AND MANAGEMENT

The RSC will be responsible for the following specific functions:

- Receive publicly owned equipment and other resources that have been directed to the area by the Regional Recovery Center, but which must be temporarily stored until put in service.
- Receive privately donated goods, equipment, materials and foodstuffs that are directed from the Regional Recovery Center.
- Maintain a general inventory of all goods, equipment materials, and foodstuffs stored at and distributed from the RSC.
- Maintain a logging system to track all publicly owned equipment and resources staged and distributed from the RRC.
- Maintain a system for efficiently storing and retrieving all resources located at the RSC.
- Maintain ongoing communications with the EOC and make available information and status reports as required to ESF 5.
- Maintain communications with local governments concerning approved requests for resources until that need has been met.
- Maintain a system for efficiently distributing approved requests for goods, equipment, foodstuffs or other resources to local governments, or appropriate volunteer groups.
- Work with ESF 15 to maintain communication with volunteer agencies providing assistance to disaster victims in order to facilitate matching resources with need.

Staffing the RSC will consist of a combination of county, municipal representatives and volunteers. ESF 15 and ESF 7 will locate and secure a sufficient number of staff to operate the recovery staging area on a 24-hour-per-day basis.

INTERDICTION AND INFORMATION CHECK POINTS

Interdiction and information check points will be established along major transportation routes for the purpose of routing those persons and organizations transporting relief supplies and materials into the emergency area to the designated resource recovery center. ESF 15 will be responsible for making sure that maps, telephone numbers, directions and other relevant information will be available to ESF 16 for these locations.

J. COORDINATION OF VOLUNTEER ORGANIZATIONS

In addition to those individuals volunteering their time and services, there is an extensive network of volunteer agencies and organizations that provides humanitarian relief services to disaster victims. This network, the Volunteer Organizations Active in Disaster (VOAD), is an affiliation of organizations involved in providing resources and services to disaster victims and communities affected by disasters. The American Red Cross (ARC) has national agreements with most VOAD organizations.

ESF 15 will coordinate the activities of volunteer (religious, private, and other nonprofit) agencies and organizations.

COORDINATION OF VOLUNTEERS

Once emergency conditions subside, persons with very diverse training and skills will come from all over the country to volunteer their time and services to assist in the recovery effort. ESF 15 will assign volunteers where needed in the disaster area(s).

Municipalities and the respective ESFs should communicate their needs for volunteer services (i.e. for medical and health care personnel, carpenters, laborers, etc) to ESF 15 on a daily basis.

ESF 15 and ESF 2 (Communications) will work closely with ESF 15 and ESF 2 at the State level to establish a toll-free rotary telephone number for volunteers. As volunteers call in, they will receive a recorded message advising them of the need for certain goods. A menu of different volunteer services will direct them to a contact persons or organization within the disaster area(s) who is in need of their services.

Those volunteers who offer services of a critical or life-saving nature (i.e.

medical and health care volunteers) will be referred directly to those facilities within the disaster area(s) that have expressed an urgent need for such services. Other volunteers will be referred to the American Red Cross. If a volunteer has expertise or skills that do not fit within the realm of Red Cross Disaster Services, he/she will be referred to other religious, voluntary labor or government organizations by the American Red Cross.

K. PRELIMINARY DAMAGE AND IMPACT ASSESSMENT

Preparations

ESF 3 (Public Works and Engineering) will organize preliminary damage and impact assessment teams and preparations will be made to get the teams into the affected area(s) as quickly as possible.

The mission of these teams is as follows:

1. Aerial Assessment Teams - Mission requests for the Air National Guard, Civil Air Patrol, or DOD to perform aerial reconnaissance of the affected areas of the County will be submitted as soon as possible after hazard conditions have subsided. Emergency helicopter landing zones (LZs) for the Rapid Impact Assessment teams will be designated by the Emergency Operations Center Operations Section Chief. The location of these LZ's will be designated based on the areas to be surveyed and assessed. Coordination for these LZs will be accomplished by the agency providing the helicopters and the EOC Operations Section Chief.
2. Impact Assessment Teams will be deployed immediately into the affected area(s) to assess preliminary damage to critical facilities and services, and to assess the immediate emergency needs of disaster victims.
3. Preliminary Damage Assessment Teams will be deployed into the affected area(s) after or concurrently with the Impact Assessment Teams to assess damage to homes, businesses, and public facilities for the purpose of validating and supporting a request for a Presidential disaster declaration.

The number and composition of the teams will depend on the nature and extent of damage anticipated. As a general rule, each team will be comprise of representatives from County, municipal, and public sector

agencies with a variety of expertise. Those agencies that are likely to be assigned to damage and impact assessment teams, and their areas of expertise with respect to damage assessment are identified below:

- Lake County Property Appraiser - overall coordination of damage assessment teams; eligibility of public and private damage.
- County and Municipal Public Works and Utility Departments - damage to water and flood control facilities, water and wastewater systems and damage to utilities and public facilities; damage to water systems and water control facilities; damage to public facilities; damage to roads and bridges.
- American Red Cross - damage to homes and businesses and identification of immediate needs of disaster victims.
- County and Municipal Building Departments - damage to homes, businesses and public buildings.
- Lake County Public School and Library Systems - damage to school and library system properties.

Depending on the circumstances, it may be necessary to request assistance from the State in the form of the National Guard Rapid Impact Assessment Teams or mutual aid from governments and organizations outside the affected area(s) to participate on damage and impact assessment teams.

Emergency Helicopter Landing Zones for the Rapid Impact Assessment teams will be designated by the Emergency Operations Center Operations Section Chief. The location of these LZs will be designated based on the areas to be surveyed and assessed. Coordination for these LZs will be accomplished by the agency providing the helicopters and the EOC Operations Section Chief.

Coordination

Once emergency conditions subside, rapid and thorough assessments must be conducted to identify the immediate emergency needs of disaster victims; to assess the overall damage to homeowners and businesses within those areas hit by the emergency; to assess those areas hit by the emergency; to assess the overall damage to critical public facilities and services; and to determine whether those damages are sufficient to warrant

supplemental federal disaster assistance.

These assessments will take two forms. One will be an evaluation of the immediate human needs of the affected population and the other will be an assessment of the physical damage caused by the event to support requests for disaster assistance at the State and Federal level. The priority will be placed on the provisioning of immediate needs assessment.

The deployment of damage and needs assessment teams will be made in coordination with affected municipalities. Immediately after hazard conditions have subsided, ESF 3 will designate the areas for immediate assessment based on the results of aerial reconnaissance and begin implementation of the deployment strategy for the designated damage and needs assessment teams. Several scenarios for conducting damage and needs assessment are likely.

Scenario 1 - Catastrophic Emergency Conditions

Under this scenario the extent and magnitude of anticipated damages will be catastrophic. The focus of the damage and impact assessment efforts will be to rapidly assess the impacts of the emergency on disaster victims and communities.

An immediate assessment will be made of the following:

1. Victim mass care requirements - food, water, clothing, shelter/housing, medical supplies, etc.
2. Available utilities and energy systems - available electricity, fuel, water, sewer, and other systems; and
3. Available critical facilities and services - available communications capabilities, shelters, medical facilities, transportation facilities, etc. Damage and needs assessment teams will be deployed into the disaster area(s) immediately after emergency conditions subside. ESF 16 (Law Enforcement) and ESF 4 (Fire) will escort and support the teams into and within the affected areas.

Damage and impact assessment teams will be self-contained and capable of operating in the field for a period of 12 hours. The teams will be equipped with communications and other capabilities necessary to perform their mission. To assist in determining the overall priorities for emergency response,

the teams will report the following types of information to ESF 3 who will then report to ESF 5 (Planning and Information) staff at the EOC:

- Boundaries of the disaster area(s)
- Status of transportation systems
- Access point to the disaster area(s)
- Status of communications systems
- Status of medical systems
- Disaster casualty information
- Shelter/mass care information
- Damage to utility systems
- Status of critical facilities
- Major resource needs/shortfalls

ESF 5 staff will compile and distribute this information to the County Chairman and/or Manager, Director of Emergency Management, the Executive Policy Group, other ESFs, municipalities, and the State EOC.

Scenario 2 - Preliminary Damage and Needs Assessment Already Conducted

Under this scenario, municipalities and other local agencies will have already conducted a preliminary assessment of damages to private and public property and the needs of disaster victims. The role of the damage and impact assessment teams will be to audit the results of these assessments.

Upon arrival, damage and needs assessment teams will meet with affected municipalities and other local agency officials and obtain a briefing on the results of the preliminary damage assessment. The teams, accompanied by local officials, will begin by touring those areas hardest hit to verify the information collected. Damage assessment teams will:

1. Assess the extent of damage to individual homeowners and businesses.
2. Assess the extent of damage to public facilities.
3. Assess the extent to which the immediate emergency needs of the public are being met, and the need for additional assistance.
4. Once this assessment is completed, an exit interview will be conducted. The purpose of this interview is to discuss the extent to which damage identified was verified, as well as the need for

supplemental assistance.

Upon their return to the EOC, the preliminary damage and impact assessment teams will analyze the information to determine whether the extent of the damage warrants a request to the State for the Governor to ask for federal disaster assistance. If so, the Division of Emergency Management will prepare the appropriate request for the County Chairman's signature.

Conducting the Preliminary Damage Assessment

Preliminary damage assessment activities are generally conducted in one of three ways, depending on circumstances.

1. Aerial reconnaissance - Conducted when there may be no other way to get into the area; when the damaged area is so large that this method provides the best opportunity to identify specific areas to be surveyed by damage assessment teams; or when the damage is so extensive and catastrophic that the need for detailed damage assessment may not be considered necessary.
2. Windshield survey - Used to assess a large area in a relatively short period of time. It may also be utilized when areas are inaccessible on foot and a general overview of the area is all that is required. A windshield survey provides the opportunity for team members to exchange views as they assess the area together. This process allows for the team to quickly record the number of homes and businesses destroyed or damaged and make estimates of uninsured loss. The raw figures acquired by this method can be extrapolated to give a good overview of the extent of the disaster.
3. Walk-through - The most thorough and time-consuming method for damage assessment, this method is most often used when the assessment needs to be very detailed and specific. In a marginal situation, detailed information needs to be gathered in order to assess the extent to which the jurisdiction is eligible for federal disaster assistance.

Individual and Business Preliminary Damage Assessment

When conducting a preliminary damage assessment for individual homes and businesses, information on the extent of damages is essential in support requests for federal disaster assistance. In conducting this, assessment teams

should make the following determinations:

1. Primary versus secondary residences - secondary homes are not eligible for disaster assistance.
2. Homeowner or rental property - homeowners are eligible for assistance for losses to both property and contents, whereas renters may only be eligible for losses to contents.
3. Extent of damage - damage less than 10% of the fair market value is considered minimal; major damage (structural damage to foundations, walls, roofs, etc) falls within the range of 11% - 74% of the fair market value; and structures damaged in excess of 74% of the fair market value, are considered to be destroyed.
4. Insured versus uninsured damage - insured damages and losses are not eligible for disaster assistance.
5. Tenant versus owner - homeowners may be eligible for assistance in repairing or replacing losses to property and contents, whereas renters may be eligible for assistance to cover losses to contents.
6. Estimated days out of operation - this information is needed to estimate the total dollar loss to a business.
7. Number of employees - used to estimate the amount of disaster unemployment for a business.
8. Replacement costs - replacement costs of land, structures and content are eligible for disaster assistance.

Public Damage Assessment Data

When conducting a preliminary damage assessment of public facilities, information on the extent of damages will be essential in applying and obtaining federal disaster assistance. Some of the information needed may not be readily available during the actual preliminary assessment, and may need to be collected in follow-up damage assessment and damage survey report (DSR) processes. Preliminary damage and impact assessment teams will assess and record damages to the following public facilities and services:

1. Resources needed for emergency debris clearance.
2. Damage to roads, streets, bridges.
3. Damage to water control facilities, such as drainage systems, dikes, levees.
4. Damage to public buildings and equipment.
5. Damage to public and private utilities such as water and wastewater systems.
6. Damage to parks and recreational sites.

VII. RESTORATION OF ESSENTIAL SERVICES

A. DEBRIS REMOVAL

ESF 3 (Public Works & Engineering) will be responsible for the overall coordination of local debris removal efforts.

It is anticipated that significant numbers of personnel with engineering and construction skills, along with construction equipment and materials, will be required from state and federal agencies and from sources outside the disaster area. The acquisition and deployment of these additional resources will be coordinated by ESF 3.

Emergency debris removal efforts will focus on clearing major transportation routes to allow for the movement of emergency vehicles, traffic, and emergency resources and supplies. After major transportation routes have been cleared, debris will then be removed from collector roadways, residential/local roadways, and public parks. Debris will be taken to collection sites as identified by ESF 3.

To minimize the impact on remaining landfill capacity, alternative means of disposal will be used whenever possible. Vegetative debris will either be burned or chipped. Burning provides the most expeditious means of disposal; however, the public health hazards resulting from large-scale burning of debris may require chipping either in addition to or in lieu of burning. Burn sites will be identified by ESF 3 (preferably away from population concentrations) in coordination with County and municipal

officials.

Debris from the demolition of construction of structures should be separated and disposed of accordingly. Appliances, for example, should be stockpiled (rather than taken to a landfill) until necessary arrangements can be made for disposal. Wood and other burnable materials should be burned or chipped along with vegetative debris. Household garbage should be taken to landfills or burned along with vegetative debris.

ESF 3 will be responsible for coordinating with state officials to secure necessary emergency environmental waivers and legal clearances for debris clearance and disposal.

The storage and/or disposal of hazardous materials will be done in such a manner so as to protect water supplies.

B. TRANSPORTATION SYSTEMS

Damage to transportation systems will influence the means and level of accessibility for disaster relief services and supplies. Restoration of existing transportation systems is designed to make sure that those systems have the capacity (service, equipment, facilities, etc) to facilitate the movement of emergency personnel, vehicles, equipment and supplies.

ESF 1 will be responsible for the overall coordination of transportation resources support to municipalities, the respective ESFs, and voluntary organizations requiring transportation resources to move relief supplies and personnel effectively. ESF 1 will work with state officials to:

1. Establish an inventory of available state, local and regional transportation services and resources.
2. Prioritize and allocate vehicular transportation resources and services to support disaster assistance missions.
3. ESF 3 will work to restore traffic signals and street signs.

C. ELECTRICAL

Restoration of electrical service will begin as soon as major transportation routes are cleared of debris to allow emergency vehicles and crews to enter the disaster area(s). Immediately after emergency conditions subside, ESF 12

will confer with Florida Power, Sumter Electric, Clay Electric, Peoples Gas, Public Gas and municipal utilities to determine the extent of damage to electric power and fuel systems; assessment of energy supply and demand; and identification of resource requirements to repair damaged systems.

ESF 12 will work closely with commercial and municipal utility officials to establish priorities for the repair of damaged systems and the provision of emergency sources of fuel and power.

D. COMMUNICATIONS

Immediately after emergency conditions subside, ESF 2 (Communications) will deploy assessment teams to determine the extent of damage to existing communications systems and to identify communications priorities and needs. ESF 2 will then review inventories of communications equipment and resources available to support recovery efforts and make necessary arrangements to deploy this equipment and resources. Requests for communications equipment and resources will be processed through ESF 2.

Until normal communications can be restored, ESF 2 will implement a temporary emergency communications system for use by emergency personnel. State and federal emergency communications vans, which will have been pre-deployed to staging areas outside the impacted area, will immediately move into the disaster areas outside the impacted area, will immediately move into the disaster area to establish emergency communications links between state, federal and local governments. The placement of these vans will be coordinated with the Director of Emergency Management. ESF 2 will coordinate the deployment of trained communications operators and technicians to support this effort.

Through agreements with commercial vendors, additional hand-held radios (with common frequencies and channels) and cellular phones will be made available to emergency workers. Additional equipment, such as transportable switchboards, portable satellite uplinks, microwave systems, and towers, may be made available as needed either through state and federal agencies or through commercial vendors. ESF 2 will be responsible for coordinating the requests and delivery of needed communications resources.

E. WATER AND WASTEWATER SYSTEMS

ESF 8 will determine the suitability of potable water and identify potential hazards to drinking water supplies. If potable water systems are found to be contaminated, ESF 8 will determine the appropriate protective action (i.e. advising the public to drink bottled water, boiling water before drinking, etc.).

Public Works and Engineering support necessary to repair or restore damaged water, wastewater and flood control systems will be coordinated by ESF 3. Additional equipment (such as generators, pumps, etc.) may be necessary for wells supplying water, operating lift stations, and repairing broken water mains.

F. MEDICAL SYSTEMS

ESF 8 will be responsible for coordinating the overall restoration of medical facilities and services. ESF 8 will have at its disposal the personnel, equipment and resources of all emergency medical services.

ESF 8 will coordinate the mobilization and deployment of assessment teams to assist in determining specific health and medical needs and priorities within the disaster area(s). Epidemiologists will be deployed to conduct field studies and investigations; monitor injury and disease patterns; and provide technical assistance on disease and injury control.

ESF 8 will coordinate the alerting and deployment of additional doctors, nurses, and medical support personnel from outside the disaster area(s). Since patient care to disaster victims will most likely be under difficult field conditions, ESF 8 can anticipate the need of federal disaster medical assistance teams (DMATs) and supporting military medical units to assist state and local authorities with triage, surgical stabilization and continued patient monitoring and care.

ESF 8 will coordinate the acquisition of additional medical equipment (i.e. generators) and supplies (including pharmaceuticals and biologic products) necessary to replace those damaged or destroyed, and to re-supply field medical personnel.

ESF 8 will coordinate transportation support for incoming medical personnel, supplies and equipment; and for the movement of patients and casualties both within and from the disaster area(s).

ESF 8 will coordinate the assessment of health and medical effects of exposure to radiological, chemical and biological hazards by emergency workers and the public. Mental health and crisis counseling services will be made available to emergency workers and the public.

ESF 8 will also assist in assessing the threat of vector-borne diseases, and in assessing potable water and wastewater/solid waste disposal issues, victim identification and mortuary services, including temporary morgue facilities, will also be coordinated by ESF 8.

VIII. PUBLIC INFORMATION

A. TYPES OF INFORMATION

The provision of information and instructions to the public during an emergency is critical to the overall success of emergency response, recovery and mitigation activities. Mechanisms and procedures must be in place to ensure that the public receives timely and specific information regarding:

1. The need to take specific protective actions in response to an emergency threat.
2. The status of emergency conditions within the affected area(s).
3. The availability of shelter and emergency services.
4. Additional measures to be taken to protect public health and safety.
5. The availability of Public Assistance for recovery and mitigation efforts.

B. EOC PUBLIC INFORMATION

Upon activation of the EOC, the Lake County Public Information Officer (PIO) will coordinate all public information releases and establish a press and briefing room. The Press Room serves as the primary location for the release of information by the County until activation of a Joint Information Center.

C. COORDINATION OF THE RELEASE OF INFORMATION

All information on emergency operations for the County and municipalities will be released to the media by representatives of ESF 14 through regularly

scheduled briefings and press releases.

The Press Room will serve as the main site for the coordination and release of information to ensure accurate and timely dissemination of information and instructions to the public and media. To the maximum extent possible, all information will be coordinated prior to its release among the different PIOs to assure its consistency and accuracy.

D. INFORMATION CENTERS

County residents are likely to attempt to contact local government with specific requests for information reports of incidents, and to confirm rumors. In anticipation of this, ESF 14 will establish an Information Center (i.e. Citizen Assist Hotline, Citizens Information Center) to handle these calls.

The Information Center will be established at an appropriate location within the EOC. Four (4) Incoming telephone lines on a rotary system will be activated and staffed on a 24-hour-per-day basis. The Information Center will be managed by supervisors, who will report to the ESF 14 coordinator and whose responsibility it will be to provide Information Center staff with accurate and timely information. The designated coordinator for ESF 14 will participate in ESF briefings in the Emergency Operations Center and will receive periodic reports and updates prepared by ESF 5 (Information and Planning).

E. PRESS RELEASES

During the course of the emergency there will be certain events and activities that will trigger the release of information to the media. A press release will be prepared by ESF 14 and distributed to the media for (at a minimum) each of the following events and activities. All media releases prepared by ESF 14 will be approved by the Emergency Operations Center Director prior to release.

- A press release will be prepared to advise the public that the County Chairman has signed a declaration of a State of Local Emergency and an Executive Order by the Governor has been issued. This release will include the following minimum information:
 1. Conditions that precipitated the declaration.
 2. The areas of the county that are affected.

3. The EOC is activated and the County is prepared to implement appropriate County emergency plans and coordinate the response.
 4. Any actions taken or authorized for the protection of public health and safety (i.e. suspension of tolls, closing government offices, orders to evacuate low-lying areas, etc.).
- A press release will be prepared and distributed to the media to announce the activation of the Citizens Information Center. This release will identify the numbers that are available to the public.
 - A press release will be prepared and distributed to the media to announce the establishment of recovery centers for donated materials and supplies, and for those wishing to volunteer their time and services. This release will include the following minimum information:
 1. Location and toll-free telephone numbers for the Regional Recovery Center.
 2. Listing of materials and supplies that are needed by disaster victims, as well as a listing of what is not needed.
 3. Procedures to be followed to donate materials and supplies.
 4. Procedures to be followed to volunteer time and services.
 - A press release will be prepared and distributed to the media to announce the Governor's request to the President for a disaster declaration and any available federal disaster assistance. This includes a request to activate the Advance Emergency Response Team (ERT/A). This release will include the following minimum information:
 1. Emergency conditions precipitating the request.
 2. A summary of the actual or anticipated impacts of the emergency on the County and municipal governments.
 3. Actions taken by the State, County and municipal governments in response to the emergency.

4. An estimate of the types and amount of federal assistance necessary.
- A press release will also be prepared and distributed to the media to announce the President's response to the request.
 - A press release will be prepared and distributed to announce the establishment of the following disaster response sites and facilities:
 1. Disaster Field Office and Joint Information Center
 2. American Red Cross and other available shelters.
 3. Fixed and mobile mass feeding sites and bulk distribution sites.
 4. Disaster Recovery Centers.
 5. Facilities where services are available (i.e. DHRS food stamp sites, DLES job service centers, etc.).

As a matter of procedure, press releases should be prepared and distributed to advise the media and public of the change in status of any of the above information.

F. INSTRUCTIONS TO THE PUBLIC

After emergency conditions subside it can be anticipated that all normal means of communication with the public in the disaster area(s) will either be destroyed or largely incapacitated. This includes the electronic news media. County PIOs must develop a variety of non-electronic media and procedures to communicate information and instructions to the public.

County Administration and the Division of Emergency Management will work closely with Information and Planning (ESF 5) to prepare periodic newsletters to advise the public of the status of emergency recovery efforts; to pass along emergency instructions; and to advise the public of the availability of services and other types of assistance. These may be bilingual if necessary. Also, the Division of Emergency Management will work with Mass Care (ESF 6) to ensure the distribution of the newsletters at all mass care facilities. Copies of the newsletters will be given to outreach teams for distribution within the disaster area(s).

ESF 14 will develop a system of color-coded helium filled balloons to identify disaster assistance facilities and sites. These balloons will be tethered on long cables high above each site so disaster victims can easily see them. A different color balloon will be used to identify each type of site or facility. County PIOs will work closely with ESF 7 (Resource Support) and ESF 3 (Public Works and Engineering) to locate and secure the necessary balloons. The purpose and meaning of each color of balloon will be explained in a press release and/or emergency newsletter article.

As part of the outreach effort broadcast, vehicles equipped with loud speakers may be used to advise disaster victims of the availability of services.

Airships and blimps with electronic billboard capabilities may be considered as an option to advise disaster victims of the availability of services and other forms of disaster assistance. This will be particularly useful at night. The Division of Emergency Management will work closely with ESF 1 to locate and secure the use of the airships and blimps.

G. JOINT INFORMATION CENTER (JIC)

In the aftermath of a presidential declared emergency, FEMA will establish an on-scene Joint Information Center (JIC). The JIC is the physical location where federal, state and local PIOs come together to ensure coordination of information to be released to the public and the media. It is federal policy to encourage full participation in the JIC by the state, local, voluntary and private recovery organizations.

Upon its activation, the JIC serves as the central point for media access to the latest developments and current information. This JIC will be located either within or adjacent to the DFO complex to ensure access to key recovery personnel. The JIC will be configured with adequate telephone and logistical support. Telephone lines will be provided for PIOs and the media (for voice and data communications) by ESF 2.

Official public information will be issued by Public Information Officers (PIOs) in the combined Joint Information Center. This Joint Information Center will represent all County and municipal agencies with a need to issue instructions to the public or to release news and information to the media. The primary roles and responsibility of the Joint Information Center will be to:

1. Provide information and instructions to individuals, families, businesses, and industries affected by the emergency through the media and

other means.

2. Coordinate information prior to its release to ensure its accuracy.
3. Process requests for information from the media.
4. Hold periodic press conferences and briefings to give the media access to the facts and experts helping with the recovery efforts.
5. Handle VIP briefings and tours.
6. Provide a rumor control function to stop inaccurate and false information from circulation.

An ESF 14 representative will serve as the JIC Team Leader and will have overall responsibility for coordinating the release of information by local ESFs, County and municipal agencies. The release of any information to the media by agencies will be coordinated through and approved by the JIC Team Leader and/or Director of Emergency Management. The JIC Team Leader may designate spokespersons from other ESFs, County or municipal agencies to serve as Assistant County PIOs.

IX. RESPONSIBILITIES

A. GENERAL

All County departments, constitutional officers, municipalities, and volunteer agencies are responsible for the following general items:

1. Developing the necessary functional annexes, Standard Operating Procedures, and checklists for organization and performance of the functions required to respond to and recover from disasters.
2. Designating and training essential personnel for specific assignments in the conduct of emergency operations. Providing instructions to other personnel regarding the staffing policy during a disaster.
3. Securing facilities, property, and equipment.
4. Maintaining accurate records of emergency-related expenditures such as personnel, supplies and equipment costs.

5. Preserving Records – In order to provide normal government operations following an emergency/disaster, essential records must be protected. Essential records include: vital statistics deeds, corporation papers, operational plans, resource data, authorities, personnel and payroll rosters, succession lists, supplies and equipment lists, laws, charters and financial records. The principal causes of damage to records are fire and water. Each department/agency, by federal law, is responsible for essential records. Consideration should be given to duplicating records and securing separate storage sites prior to the emergency/disaster.
6. Providing staff, supplies, and equipment (as required and available) in support of emergency response and recovery operations.
7. Expediting required activities for return-to-normal conditions as soon as possible.

More specific and detailed responsibilities are included in the Emergency Support Function Annexes to this plan.

B. COUNTY

1. To provide general direction and control over the emergency management programs and functions of the county.
2. To establish policy governing emergency actions and approving of all associated rules and regulations.
3. To take such actions necessary for the protection of public health, safety or welfare as authorized in Chapter 252, Florida Statutes, and to request such additional authority from the Governor of Florida as may be necessary.
4. To provide, with or without compensation, rescue teams, auxiliary fire and other emergency workers, in accordance with the Statewide Mutual Aid Agreement.
5. To establish the Emergency Operations Centers for the purpose of serving as command posts for direction and control of operating forces.

6. To assign and make available for duty the employees, property or equipment of Lake County departments relating to firefighting, engineering, rescue, health, medical and related services, transportation, construction, and similar items of services for disaster operation purposes within or outside of the physical limits of the County.
7. Public Works (ESF 3) and the Lake County Property Appraiser will coordinate the municipality damage assessment and conduct the public damage assessment for the County, as well as private residential and commercial assessment in all unincorporated and all municipal areas of the County.
8. Coordinate the planning and response activities of all departments involved with the disaster.
9. Coordinate procurement and maintenance of communications equipment for the EOCs.
10. Prepare and disseminate operating instructions for the emergency warning system. Included will be the establishment of a public information system that explains how the County population will be informed.
11. Ensure necessary reports are submitted to state and federal agencies.
12. Provide for emergency repair and restoration of county public facilities and services.
13. Establish emergency welfare service for disaster victims.
14. Lake County Medical Examiner (ESF 8) will identify and provide care for the dead, including the establishment of temporary morgues and mortuary services as required.
15. Coordinate Municipality requests of assistance with the State in accordance with the Statewide Mutual Aid Agreement.

C. CITY

1. Cities are responsible for establishing liaisons with the county to support emergency management capabilities.

2. Develop procedures and/or plans necessary to support elements of this plan.
3. Provide the necessary resources to support operational requirements during emergency conditions as required.
4. Maintain communications with the County EOC for dissemination of warning information, reporting and overall coordination.
5. Assess municipality needs and coordinate addressing those needs through the municipality liaison representative at the County EOC.
6. Submit incident reports in accordance with the Lake County EOC Standing Operating Procedures.
7. Each municipality will establish a municipal damage assessment team for the specific purpose of assessing all public damage within the city limits.
8. Submit Public Damage Assessment Reports to ESF 3 (Public Works and Engineering, Damage Assessment) at the County EOC as required.
9. Assist the County in the notification and evacuation of Registered Persons with Special Needs who reside within their city limits.

D. STATE OF FLORIDA

1. Active leadership of an emergency management framework at the state level involving all government, private and volunteer organizations that have a role in the success of comprehensive emergency management within Florida.
2. Development and leadership of a broad-based public awareness, education and information program designed to reach a majority of the citizens of Florida, including citizens needing special media formats, such as Braille or non-English languages.
3. Active participation in discussions and negotiations with other states and with the federal government regarding policies and priorities to ensure that the work being done contributes to the improvement of emergency capabilities of our nation.

4. Responsible execution of negotiated scopes of work for federal and state emergency agreement programs.
5. Support of the emergency management needs of all counties within Florida, and brokering of inter-county and interstate mutual aid agreements to render emergency assistance. When requests for assistance exceed state resources, the state will contact other states for assistance, as well as FEMA.
6. Establishment and monitoring of state mutual aid agreements within the state, with other states and with FEMA.
7. Direction and control of a state response and recovery approach that is based on functional support groups, involves broad participation from state organizations, and is compatible with the federal response and recovery organization and concept of operations.
8. Leadership and participation in programs or initiatives designed to avoid, reduce and mitigate the effects of hazards through development and enforcement of policies, standards and regulations.

E. FEDERAL GOVERNMENT

The federal government is responsible for:

1. Providing immediate emergency response on federally owned or controlled property, such as military installations and federal prisons, and notification of the Florida DEM.
2. Providing assistance, as requested by the State of Florida, under the lead agency's direction of FEMA, as specified in the Robert T. Stafford Act, Public Law 93-288.

F. ESF PRIMARY AND SUPPORT AGENCIES

The ESF assignment matrix, Figure 9, shows the primary and support agencies responsible for each emergency support function. The head of each department/agency with a primary or support function, as shown in the matrix, is responsible for:

1. Appointing responsible individuals from their organization to act as Emergency Coordinators, who will assist in both contingency planning and for actual emergency/disaster operations in the Lake County Emergency Operations Center.
2. Developing and maintaining standard operating procedures to accomplish their designated emergency function. These policies and provisions will be developed consistent with the Lake County Division of Emergency Management.
3. Maintaining a current internal notification and recall roster and communications system.
4. Participating in tests and exercising to evaluate this plan.
5. Providing for the procurement and management of resources necessary for emergency/disaster operations.
6. Providing and maintaining a list of resources needed by their ESF.

X. LAKE COUNTY EMERGENCY MANAGEMENT DISASTER RELIEF PROGRAM

A. DISASTER ASSISTANCE AND MUTUAL AID RESPONSE OUTSIDE LAKE COUNTY

When EOC is Not Activated:

Disasters, regardless of type or magnitude, can sometimes exceed local governments capabilities to respond and recover from. In those cases, mutual aid agreements are activated and help is requested. Sometimes requests are received directly by the division/department that will be providing the resource. Multiple requests can be received from several county, city or municipal governments at the same time. When Lake County resources are committed to this task, the County must know the priority of the request, how it fits into the overall plan, and then respond promptly with the proper resources. In most cases, the relief effort will require expenditure of funds from operating budgets of those division/departments responding to the call for help.

To maximize the use of our resources, establish a central clearing house, audit trail and a focal point for determining actual needs, procedures have to be established and followed.

1. The Lake County Division of Emergency Management is charged with the coordination of responding to calls for assistance during times of a "state of emergency" whether Presidential, Gubernatorial, or Local Government declared.

- a. All requests for assistance will be processed in the following manner:

- (1) The receiving division/department will make a record of the request by completing the Request for Assistance Form, Figure 1. Assistance will not be provided until approval by the Division of Emergency Management is made.
 - (2) Forward the request/information to the Office of Emergency Management with your recommendation for filling the request.
 - (3) Division of Emergency Management will verify the need both with the requesting agency and the State Division of Emergency Management to prevent duplication of response.

The Division of Emergency Management will also determine the place, time and point of contact for delivery of resource. Details such as personal support items for personnel will be obtained to completely prepare the response team for the trip. The Division of Emergency Management will complete the OEM REVIEW portion of Figure 1 and notify the division/department.

- (4) A detailed listing of resources expended from the beginning of preparation of vehicles, equipment, personnel for the trip and resources expended during travel and on the scene shall be kept for future analysis, fiscal accounting and reimbursement from the Federal Government.

- (5) Reporting of expenditures from each division/department is a very important aspect of this procedure. The Current Expended Resources Form, Figure 2, the Labor Activity Report Form, Figure 3, and Equipment Activity Report Form, Figure 4, will be completed and forwarded to DEM once each week (Friday) during the period of relief activities.
- (6) Each division/department shall retain in an appropriate file circumstances surrounding and original copies of all personal services, operating expenses, or any other expenditures made during this relief period. This will provide the County Chairman with information for supporting reimbursement request and future budgetary needs.

B. CONTINGENCY PROCEDURES

When it is determined by the Chairman's Office to be necessary, a cash advance fund will be established by the County to provide up-front cash for certain activities. When this occurs, procedures for payment, restrictions on use, and accountability will be established and published by the Division of Emergency Management. Items relating to cash advance on Figure 1 will be completed by the requesting division/department.

The following forms will be revised and issued by the Division of Emergency Management to be used by all divisions/departments involved in the relief effort when a cash advance fund is established:

- Figure 5 Signature Authorization Sheet
- Figure 6 Cash Advance and Travel Approval Request
- Figure 7 Cash Advance Reconciliation Form

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XI. RECOVERY

A. INTRODUCTION

1. The recovery section establishes a detailed framework of Federal and State government support for local government efforts to restore essential public and social services following a disaster. Much of this support involves the coordination and administration of Federal disaster assistance. This section will outline the County and State procedures for assessing the need for, applying for and administering Federal and State disaster assistance programs.
2. When a Federal disaster declaration is issued in response to an incident, key Federal and State recovery officials will establish and co-locate at a Disaster Field Office (DFO). The DFO serves as the hub for the coordination of Federal and State disaster assistance as well as a focal point for associated recovery and reconstruction issues. Many critical post-disaster concerns, particularly in a catastrophic event, cannot be directly resolved by the application of traditional Federal disaster relief. Resolution of these issues requires a coordinated local, State and Federal effort and often involves application of non-disaster community assistance programs. Disaster Recovery Centers will be established within the County to assist with processing State and Federal assistance.
3. Disaster recovery operations highlight the importance of the recovery period and the need to anticipate the demands that recovery will probably create. Lake County Division of Emergency Management will be the lead agency to lead the community to recovery (victims and their families, emergency workers and volunteers), restore utilities, repair roads, and plan for future development.

B. CONCEPT OF OPERATIONS

1. GENERAL
 - a. The Division of Emergency Management has the primary responsibility for coordinating disaster recovery operations in Lake County. The transition from the response phase to the recovery phase will be an evolutionary process based on the extent of damage throughout the County. The EOC will reconfigure to accomplish tasks not required during the response phase. The EOC will initially be the overall direction and control center for

recovery operations. As the recovery phase progresses from the immediate recovery period to the intermediate recovery period then into the long-term recovery period, the configuration of the EOC will be tailored to provide direction, control, support and coordination with State and Federal agencies assisting with recovery operations. The long-term recovery period may transition from an EOC operation into an operation under the control of a single county government agency or to a countywide task force for recovery.

- b. Recovery is an ongoing process and may continue for many years after an emergency/disaster. Long-term recovery is the repair or reconstruction of buildings and structures, the evaluation of building codes and land use regulations, and consideration and implementation of mitigation procedures.

2. RECOVERY ACTIVITIES

Below is a listing of some recovery activities to be conducted during the recovery phase.

- a. Information gathering and assessment - assess damage; determine physical, social, economic and environmental impact; determine level and type of disaster assistance needed, and identify available resources; clarify objectives and policies with respect to obtaining assistance, assign expenditure, and continue assessing damage; and, identify needs and sources of assistance.
- b. Create an ad hoc Recovery Task Force - establish a recovery coordinating organization; develop local plan for recovery; and, implement recovery component of State plans.
- c. Resource Mobilization - expedite disaster relief; restore vital community services and facilities; identify possible sources of outside aid and investment for repairs and rebuilding; and, coordinate local and outside resources.
- d. Planning & Administration and Budgeting - develop a community plan for rebuilding affected structures, facilities and systems; acquire vacant land, secure hazardous property and facilities; and, obtain State and local appropriations to implement the plan.

- e. Regulation and Approval - review, revise and implement building codes, permit processes, land use control; assess need for special ordinances and permits; obtain approval for special ordinances and needed regulations and permitting programs, and obtain appropriations for new programs.
- f. Coordination and Inter-organizational Relations - coordinate activities of key community services and agencies; establish local, regional, State and Federal liaisons; and, apply for State and Federal aid.
- g. Monitoring and Evaluation - establish and implement auditing system.

3. RECOVERY PERIODS

a. Pre-Event Period

Events such as a tropical disturbance allow for advance warning before possible disaster strikes. In the pre-event period, the following items should be completed:

- Storage of food, water, medical supplies, etc.
- Inventory of communications equipment
- Pre-deployment of search and rescue teams
- Pre-deployment of debris clearing teams
- Pre-deployment of damage assessment teams utilizing vulnerability analysis
- Relocation of recovery equipment
- Declarations for State and Federal assistance
- Shelter opening, evacuation and traffic control

b. Immediate Recovery Period

This period covers the priority areas for the first seven (7) days after the disaster event. The areas for immediate completion are as follows:

- Search and rescue
- Pre-hospital care of the sick and injured
- Security and crowd control
- Traffic control
- Rapid Impact Assessment (Initial damage assessment)
- Debris clearance (main roads and essential services)
- Essential restoration of services
- Transportation
- Sheltering and mass feeding
- Communications
- Public education
- Disaster declarations (if not completed in pre-event phase)
- Prepare recovery staging areas

c. Intermediate Recovery Period

This period is a continuation of the Immediate Recovery Phase. The intermediate recovery phase may last weeks or months depending on the size of the disaster event and area of destruction. The areas for intermediate completion are as follows:

- Re-entry
- Concise damage assessment of Entire County
- Debris clearance and removal to designated areas

- Open disaster assistance centers (DAC)
- Open disaster field offices (DFO)
- Resource distribution
- Restoration of services to Entire County
- Sheltering and mass feeding of displaced persons
- Ordinance development for recovery construction

d. Long Term Recovery Period

This period will cover long-term cleanup and recovery from a disaster event. The long-range recovery period may last for months or years depending on the size of the disaster event and area(s) affected. The areas for long-range completion are as follows:

- Review of recovery construction throughout the county
- Review building codes and zoning laws
- Condemnation of buildings and properties
- Debris clearing
- Economic recovery
- Complete restoration of all utility services
- Risk Management review
- Health analysis review
- Hazard mitigation review and implementation
- Infrastructure repair

C. PRELIMINARY DAMAGE AND IMPACT ASSESSMENT

1. PREPARATIONS

- a. ESF 3 (Public Works & Engineering) will organize preliminary damage and impact assessment teams and preparations will be made to get the teams into the affected area(s) as quickly as possible. The mission of these teams is as follows:
 - Aerial Assessment Teams – Mission requests for the Air National Guard, Civil Air Patrol, or DOD to perform aerial reconnaissance of the affected areas of the County will be submitted as soon as possible after hazard conditions have subsided.
 - Impact Assessment Teams – Will be deployed immediately into the affected area(s) to assess preliminary damage to critical facilities and services, and to assess the immediate emergency needs of disaster victims.
 - Preliminary Damage Assessment Teams – Will be deployed into the affected area(s) after or concurrently with the Impact Assessment Teams to assess damage to homes, businesses, and public facilities for the purpose of validating and supporting a request for a Presidential disaster declaration.
- b. The number and composition of the teams will depend on the nature and extent of damage anticipated. As a general rule, each team will be comprised of representatives from County, municipal, and public sector agencies with a variety of expertise. Those agencies that are likely to be assigned to damage and impact assessment teams, and their areas of expertise with respect to damage assessment are identified below:
 - Lake County Public Works - overall coordination of damage assessment teams; eligibility of public and private damage. Property Appraisers office will assist.
 - County and Municipal Public Works and Utility Departments - damage to water and flood control facilities, water and wastewater systems and damage to utilities and public

facilities; damage to water systems and water control facilities; damage to public facilities; damage to roads and bridges.

- American Red Cross - damage to homes and businesses and identification of immediate needs of disaster victims.
 - County and Municipal Building Departments - damage to homes, businesses and public buildings.
 - Lake County Public School and Library Systems - damage to school and library system properties.
- c. Depending on the circumstances, it may be necessary to request assistance from the State in the form of the National Guard Rapid Impact Assessment Teams or mutual aid from governments and organizations outside the affected area(s) to participate on damage and impact assessment teams.

2. COORDINATION

- a. Once emergency conditions subside, rapid and thorough assessments must be conducted to identify the immediate emergency needs of disaster victims; to assess the overall damage to homeowners and businesses within those areas hit by the emergency; to assess those areas hit by the emergency; to assess the overall damage to critical public facilities and services; and to determine whether those damages are sufficient to warrant supplemental federal disaster assistance.
- b. These assessments will take two forms. One will be an evaluation of the immediate human needs of the affected population and the other will be an assessment of the physical damage caused by the event to support requests for disaster assistance at the State and Federal level. The priority will be placed on the provisioning of immediate needs assessment.
- c. The deployment of damage and needs assessment teams will be made in coordination with affected municipalities. Immediately after hazard conditions have subsided, ESF 3 will designate the areas for immediate assessment based on the results of aerial reconnaissance and begin implementation of the deployment

strategy for the designated damage and needs assessment teams. Several scenarios for conducting damage and needs assessment are likely.

- Scenario 1 - Catastrophic Emergency Conditions

Under this scenario the extent and magnitude of anticipated damages will be catastrophic. The focus of the damage and impact assessment efforts will be to rapidly assess the impacts of the emergency on disaster victims and communities.

An immediate assessment will be made of the following:

- Victim mass care requirements - food, water, clothing, shelter/housing, medical supplies, etc.
- Available utilities and energy systems - available electricity, fuel, water, sewer, and other systems; and
- Available critical facilities and services - available communications capabilities, shelters, medical facilities, transportation facilities, etc. Damage and needs assessment teams will be deployed into the disaster area(s) immediately after emergency conditions subside. ESF 16 (Law Enforcement) and ESF 4 (Firefighting) will escort and support the teams into and within the affected areas.
- Damage and impact assessment teams will be self-contained and capable of operating in the field for a period of 12 hours. The teams will be equipped with communications and other capabilities necessary to perform their mission. To assist in determining the overall priorities for emergency response, the teams will report the following types of information to ESF 3 (Public Works and Engineering) who will then report to ESF 5 (Planning and Information) staff at the EOC:
 - Boundaries of the disaster area(s)
 - Status of transportation systems
 - Access point to the disaster area(s)
 - Status of communications systems
 - Status of medical systems

- Disaster casualty information
 - Shelter/mass care information
 - Damage to utility systems
 - Status of critical facilities
 - Major resource needs/shortfalls
- ESF 5 staff will compile and distribute this information to the Director of Emergency Management, the Executive Policy Group, other ESFs, municipalities, and the State EOC.
- Scenario 2 - Preliminary Damage and Needs Assessment Already Conducted
 - Under this scenario, municipalities and other local agencies will have already conducted a preliminary assessment of damages to private and public property and the needs of disaster victims. The role of the damage and impact assessment teams will be to audit the results of these assessments.
 - Upon arrival, damage and needs assessment teams will meet with affected municipalities and other local agency officials and obtain a briefing on the results of the preliminary damage assessment. The teams, accompanied by local officials, will begin by touring those areas hardest hit to verify the information collected. Damage assessment teams will:
 - Assess the extent of damage to individual homeowners and businesses.
 - Assess the extent of damage to public facilities.
 - Assess the extent to which the immediate emergency needs of the public are being met, and the need for additional assistance.
 - Once this assessment is completed, an exit interview will be which damage identified was verified, as well as the need for supplemental assistance.
 - Upon their return to the EOC, the preliminary damage and

impact assessment teams will analyze the information to determine whether the extent of the damage warrants a request to the State for the Governor to ask for federal disaster assistance. If so, the Division of Emergency Management will prepare the appropriate request for the County Chairman's signature.

d. Conducting the Preliminary Damage Assessment

Preliminary damage assessment activities are generally conducted in one of three ways, depending on circumstances.

- Aerial reconnaissance - Conducted when there may be no other way to get into the area; when the damaged area is so large that this method provides the best opportunity to identify specific areas to be surveyed by damage assessment teams; or when the damage is so extensive and catastrophic that the need for detailed damage assessment may not be considered necessary.
- Windshield survey - Used to assess a large area in a relatively short period of time. It may also be utilized when areas are inaccessible on foot and a general overview of the area is all that is required. A windshield survey provides the opportunity for team members to exchange views as they assess the area together. This process allows for the team to quickly record the number of homes and businesses destroyed or damaged and make estimates of uninsured loss. The raw figures acquired by this method can be extrapolated to give a good overview of the extent of the disaster.
- Walk-through - The most thorough and time-consuming method for damage assessment, this method is most often used when the assessment needs to be very detailed and specific. In a marginal situation, detailed information needs to be gathered in order to assess the extent to which the jurisdiction is eligible for federal disaster assistance.

e. Individual and Business Preliminary Damage Assessment

When conducting a preliminary damage assessment for individual homes and businesses, information on the extent of

damages is essential in support requests for federal disaster assistance. In conducting this, assessment teams should make the following determinations:

- Primary versus secondary residences - secondary homes are not eligible for disaster assistance.
- Homeowner or rental property - homeowners are eligible for assistance for losses to both property and contents, whereas renters may only be eligible for losses to contents.
- Extent of damage - damage less than 10% of the fair market value is considered minimal; major damage (structural damage to foundations, walls, roofs, etc) falls within the range of 11% - 74% of the fair market value; and
- Structures damaged in excess of 74% of the fair market value are considered to be destroyed.
- Insured versus uninsured damage - insured damages and losses are not eligible for disaster assistance.
- Tenant versus owner - homeowners may be eligible for assistance in repairing or replacing losses to property and contents, whereas renters may be eligible for assistance to cover losses to contents.
- Estimated days out of operation - this information is needed to estimate the total dollar loss to a business.
- Number of employees - used to estimate the amount of disaster unemployment for a business.
- Replacement costs - replacement costs of land, structures and content are eligible for disaster assistance.

f. Public Damage Assessment Data

When conducting a preliminary damage assessment of public facilities, information on the extent of damages will be essential in applying and obtaining federal disaster assistance. Some of the information needed may not be readily available during the

actual preliminary assessment, and may need to be collected in follow-up damage assessment and damage survey report (DSR) processes. Preliminary damage and impact assessment teams will assess and record damages to the following public facilities and services:

- Resources needed for emergency debris clearance.
- Damage to roads, streets, and bridges.
- Damage to water control facilities, such as drainage systems, dikes, levees.
- Damage to public buildings and equipment.
- Damage to public and private utilities such as water and wastewater systems.
- Damage to parks and recreational sites.

D. RESTORATION OF ESSENTIAL SERVICES

1. DEBRIS REMOVAL

- a. ESF 3 (Public Works & Engineering) will be responsible for the overall coordination with Solid Waste for local debris removal efforts. Solid Waste will be responsible for the location of debris collection sites and proper disposal.
- b. It is anticipated that significant numbers of personnel with engineering and construction skills, along with construction equipment and materials, will be required from state and federal agencies and from sources outside the disaster area. ESF 3 will coordinate the acquisition and deployment of these additional resources.
- c. Emergency debris removal efforts will focus on clearing major transportation routes to allow for the movement of emergency vehicles, traffic, and emergency resources and supplies. After major transportation routes have been cleared, debris will then be removed from collector roadways, residential/local roadways, and public parks. Debris will be taken to collection sites as

identified by ESF 3 and Solid Waste.

- d. To minimize the impact on remaining landfill capacity, alternative means of disposal will be used whenever possible. Vegetative debris will either be burned or chipped. Burning provides the most expeditious means of disposal; however, the public health hazards resulting from large-scale burning of debris may require chipping either in addition to or in lieu of burning. Burn sites will be identified by ESF 3 (preferably away from population concentrations) in coordination with County and municipal officials.
- e. Debris from the demolition of construction of structures should be separated and disposed of accordingly. Appliances, for example, should be stockpiled (rather than taken to a landfill) until necessary arrangements can be made for disposal. Wood and other burnable materials should be burned or chipped along with vegetative debris. Household garbage should be taken to landfills or burned along with vegetative debris.
- f. ESF 3 along with Solid Waste will be responsible for coordinating with state officials to secure necessary emergency environmental waivers and legal clearances for debris clearance and disposal.
- g. The storage and/or disposal of hazardous materials will be done in such a manner so as to protect water supplies.

2. TRANSPORTATION SYSTEMS

- a. Damage to transportation systems will influence the means and level of accessibility for disaster relief services and supplies. Restoration of existing transportation systems is designed to make sure that those systems have the capacity (service, equipment, facilities, etc) to facilitate the movement of emergency personnel, vehicles, equipment and supplies.
- b. ESF 1 will be responsible for the overall coordination of transportation resources support to municipalities, the respective ESFs, and voluntary organizations requiring transportation resources to move relief supplies and personnel effectively. ESF 1 will work with state officials to:

- Establish an inventory of available state, local and regional transportation services and resources.
- Prioritize and allocate vehicular transportation resources and services to support disaster assistance missions.
- ESF 3 will work to restore traffic signals and street signs.

3. ELECTRICAL

- a. Restoration of electrical service will begin as soon as major transportation routes are cleared of debris to allow emergency vehicles and crews to enter the disaster area(s). Immediately after emergency conditions subside, ESF 12 will confer with Florida Power, Sumter Electric, Clay Electric, Peoples Gas, Public Gas and municipal utilities to determine the extent of damage to electric power and fuel systems; assessment of energy supply and demand; and identification of resource requirements to repair damaged systems.
- b. ESF 12 will work closely with commercial and municipal utility officials to establish priorities for the repair of damaged systems and the provision of emergency sources of fuel and power.

4. COMMUNICATIONS

- a. Immediately after emergency conditions subside, ESF 2 (Communications) will deploy assessment teams to determine the extent of damage to existing communications systems and to identify communications priorities and needs. ESF 2 will then review inventories of communications equipment and resources available to support recovery efforts and make necessary arrangements to deploy this equipment and resources. Requests for communications equipment and resources will be processed through ESF 2.
- b. Until normal communications can be restored, ESF 2 will implement a temporary emergency communications system for use by emergency personnel. State and federal emergency communications vans, which will have been pre-deployed to staging areas outside the impacted area, will immediately move into the disaster areas outside the impacted area, will

immediately move into the disaster area to establish emergency communications links between state, federal and local governments. The placement of these vans will be coordinated with the Director of Emergency Management. ESF 2 will coordinate the deployment of trained communications operators and technicians to support this effort.

- c. Through agreements with commercial vendors, additional hand-held radios (with common frequencies and channels) and cellular phones will be made available to emergency workers. Additional equipment, such as transportable switchboards, portable satellite uplinks, microwave systems, and towers, may be made available as needed either through state and federal agencies or through commercial vendors. ESF 2 will be responsible for coordinating the requests and delivery of needed communications resources.

5. WATER AND WASTEWATER SYSTEMS

- a. ESF 8 will determine the suitability of potable water and identify potential hazards to drinking water supplies. If potable water systems are found to be contaminated, ESF 8 will determine the appropriate protective action (i.e. advising the public to drink bottled water, boiling water before drinking, etc).
- b. Public Works and Engineering support necessary to repair or restore damaged water, wastewater and flood control systems will be coordinated by ESF 3. Additional equipment (such as generators, pumps, etc.) may be necessary for wells supplying water, operating lift stations, and repairing broken water mains.

6. MEDICAL SYSTEMS

- a. ESF 8 will be responsible for coordinating the overall restoration of medical facilities and services. ESF 8 will have at its disposal the personnel, equipment and resources of all emergency medical services.
- b. ESF 8 will coordinate the mobilization and deployment of assessment teams to assist in determining specific health and medical needs and priorities within the disaster area(s). Epidemiologists will be deployed to conduct field studies and

investigations; monitor injury and disease patterns; and provide technical assistance on disease and injury control.

- c. ESF 8 will coordinate the alerting and deployment of additional doctors, nurses, and medical support personnel from outside the disaster area(s). Since patient care to disaster victims will most likely be under difficult field conditions, ESF 8 can anticipate the need of federal disaster medical assistance teams (DMATs) and supporting military medical units to assist state and local authorities with triage, surgical stabilization and continued patient monitoring and care.
- d. ESF 8 will coordinate the acquisition of additional medical equipment (i.e. generators) and supplies (including pharmaceuticals and biologic products) necessary to replace those damaged or destroyed, and to re-supply field medical personnel.
- e. ESF8, working closely with ESF 1 (Transportation), will coordinate transportation support for incoming medical personnel, supplies and equipment; and for the movement of patients and casualties both within and from the disaster area(s).
- f. ESF 8 will coordinate the assessment of health and medical effects of exposure to radiological, chemical and biological hazards by emergency workers and the public. Mental health and crisis counseling services will be made available to emergency workers and the public.
- g. ESF 8 will also assist in assessing the threat of vector-borne diseases, and in assessing potable water and wastewater/solid waste disposal issues, victim identification and mortuary services, including temporary morgue facilities, will also be coordinated by ESF 8.

E. RECONSTRUCTION

Long-term recovery efforts focus on community redevelopment and restoring the economic viability of the disaster area(s). For the purposes of this plan, long-term recovery is referred to as "reconstruction."

The reconstruction phase requires a substantial commitment of time and

resources by both governmental and nongovernmental organizations. Much of this commitment is beyond the scope of traditional emergency management activities and Federal disaster programs. Such activities are most often the results of a catastrophic event that has caused substantial, long-term damages over a very large area. These efforts include, but are not limited to:

- Long term restoration of public infrastructure and social services damaged by the emergency;
- Re-establishment of an adequate supply of housing to replace that which was destroyed;
- Restoration of jobs that were lost; and,
- Restoration of the economic base of the disaster area(s).

1. STATE RECONSTRUCTION COORDINATING OFFICE

a. Due to the extreme emergency conditions, which are expected to exist for some time, the State Coordinating Officer (SCO) will establish a State Reconstruction Office within the disaster area(s). This office, which may be established at the DFO or another suitable location, will serve as the focal point for the coordination of long-term recovery activities of the following agencies and organizations:

- Human Services, Economic Development Administration, and Small Business Administration);
- State agencies (Governor's Office, Community Affairs, Commerce, Labor & Employment Security, Transportation, Environmental Protection, Health & Rehabilitative Services, and others);
- Local governments;
- Private business and industry; and, Private not-for-profit organizations and community development corporations.

2. COORDINATION OF RECONSTRUCTION

a. The State Reconstruction Coordinating Office will coordinate the

handling of Federal, State and private funding programs for reconstruction and redevelopment within the disaster area(s). Reconstruction Office staff will provide technical assistance to local governments and private not-for-profit organizations to gain access to State and Federal funding programs. Reconstruction Office staff will also act as a catalyst for public/private community partnerships to promote redevelopment.

- b. Reconstruction Office staff will establish and maintain linkages with key state and local officials, community and business leaders, and Federal officials to ensure effective communications and problem solving.

3. CLOSE OUT

- a. When recovery efforts have progressed to the point where public infrastructure and social services damaged by the emergency have been restored, adequate supplies of housing are available to disaster victims, jobs lost as a result of the emergency have been restored, and the economic base of the disaster area(s) has been restored, the SCO will recommend to the Governor or his/her authorized representative that the State Reconstruction Coordinating Office be closed.
- b. Upon concurrence by the Governor, the office will be closed. Permanent State positions assigned to the office will be relocated to Tallahassee and the temporary positions will be discontinued. All records will be transferred to DCA in Tallahassee.

F. RESPONSIBILITIES

Recovery activities require the coordination of several levels of government, which have specific responsibilities. Response oriented support for these activities will continue utilizing the ESF framework delineated in the Florida CEMP and the ICS framework delineated in the response section of the Lake County CEMP.

1. COUNTY RESPONSIBILITIES

The County will:

- Participate in and support Federal and State damage assessment

operations.

- Provide relevant data regarding the severity of the disaster event and assessments of individual needs.
- Coordinate with Federal and State officials regarding the location of the DFO, locations for DRCs, Landing Zones for RIATs, Staging Areas and sites for other coordinated assistance locations.
- Participate in and support public information and education programs regarding the recovery effort and available Federal and State assistance.
- Assist in the identification and notification of potential applicants for the Public Assistance Program and the Hazard Mitigation Grant Program.
- Assist in scheduling and locating Applicants' Briefings for the Public Assistance Program and the Hazard Mitigation Grant Program.
- Provide personnel for local inspectors to collect information for the DSRs.
- Participate on the SHMART and by extension, the Federal Hazard Mitigation Interagency Team. Make recommendations for the Hazard Mitigation Team Report; and,
- Support State and Federal recovery efforts associated with the National Flood Insurance Program.

2. STATE RESPONSIBILITIES

The State will:

- Manage and coordinate the overall recovery efforts to ensure that local needs are addressed as promptly, adequately and completely as possible.
- Coordinate State and local damage assessment efforts.
- Coordinate State and local hazard mitigation efforts through the SHMART.

- Prepare and submit a request for a Federal disaster declaration when conditions warrant.
- Ensure that all Executive Orders that are necessary to support recovery operations are prepared, executed and remain in effect as long as needed.
- Coordinate with Federal officials to select the location of the DFO.
- Provide adequate State staffing for the DFO and administer Federal and State disaster relief programs.
- Coordinate with Federal officials to establish, locate and staff DRCs.
- Coordinate with other State agencies to ensure appropriate staffing of DRCs.
- Ensure that DRCs remain open for a sufficient period of time to meet the needs of local disaster victims.
- Conduct applicants' briefings for the Public Assistance Program.
- Provide personnel for State inspectors to collect information for and to prepare DSRs.
- Coordinate the development and distribution of public information materials with Federal officials.
- Coordinate outreach efforts with local and Federal officials.
- Work closely with local and Federal officials to monitor the progress of the recovery effort and make adjustments and improvements as necessary; and,
- Provide current information to affected and non-affected local emergency management officials regarding the recovery operation.

3. FEDERAL RESPONSIBILITIES

The Federal Government will:

- Provide adequate staffing and equipment for the DFO and administer Federal disaster assistance programs.
- Activate and staff the Federal teleregistration application process for the Individual Assistance Program.
- Support State and local public information and outreach efforts.
- Ensure the implementation of the provisions of the National Flood Insurance Program.
- Coordinate with State and local officials regarding the solicitation and management of donated resources and volunteer labor; and,
- Coordinate with State and local officials to promptly resolve recovery issues.

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XII. MITIGATION

A. INTRODUCTION

Hazard mitigation is any action taken to permanently reduce or eliminate long-term risk to people and their property from the effects of hazards. Some examples of hazard mitigation include land use planning techniques that limit infrastructure in high hazard areas and programs for retrofitting existing structures to meet new building codes and standards. Ideally, a community can minimize the effects of future hazards through a mix of code enforcement, planning, and responsible development. Every community is exposed to some level of risk from hazards. Hurricanes, tornadoes, floods, hazardous material spills, fires, and sinkholes are some of the hazards experienced by Florida communities.

Lake County has experienced a relatively low level of major hazardous events over the last 40 years. There has not been a hurricane with high winds and/or heavy rainfall in Lake County since Hurricane Donna in 1960. The natural cleansing process of occasional storms that shake the trees free of weak limbs, and sometimes damage old, weak, or deteriorated structures has not been a prominent part of the weather cycle in recent years. Statistically, Lake County should experience a tropical storm passing through once every 2.5 years, and should experience a hurricane once every 8.5 years. When the next tropical storm or hurricane arrives, and there will be one some day, the potential for damage to the structures and population that have located in Lake County is greater than if a normal storm cycle had occurred.

B. GENERAL

Hazards cannot be eliminated, but it is possible to determine what the hazards are, where the hazards are most severe, and identify local actions that can be taken to reduce the severity of the hazard. For example, we know hurricanes are frequent in Florida, that flooding and wind damage are most severe along the coast, that low intensity storms occur more frequent than high intensity storms, and the level of coastal flooding is fairly predictable for a given magnitude of storm. Given this knowledge, local as well as state and federal laws exist to limit the type and amount of development along the coast in areas that have been identified as high risk to coastal storms (Coastal High Hazard Areas and Velocity Zones are examples). Furthermore, there are incentives to live in lower risk areas. Insurance rates and taxes are usually higher in coastal and riverine areas and lower in inland areas.

C. COSTS

1. COSTS TO COMMUNITIES

Hazards have real costs to businesses and residents. Businesses in high hazard areas can suffer when damaged or isolated by storms. Residents, who build in flood prone areas are subject to evacuation, damage to their homes, lower home values, and higher insurance premiums. Critical facilities such as hospitals, schools, airports, utilities and major government buildings should not be placed in high hazard areas because the function these facilities provide are too valuable to be placed in jeopardy, especially during times of disaster. And of course, community health and safety are beyond price.

2. COSTS TO LOCAL GOVERNMENT

Community infrastructure such as roads, drainage structures, sewer lines, electric lines, telephone lines that are built in high hazard areas are subject to frequent damage and extremely costly repair. Also, if a local government belongs to the National Flood Insurance Program and allows development in the floodplain without proper elevation and construction techniques, the federal government can withdraw the community's access to federal flood insurance for both public and private structures. Furthermore, a local government is responsible for as much as 12.5 percent of their local public cost of a federally declared disaster and 100 percent of any damage from smaller events that are not declared disasters. These costs can put a significant strain on the local government budget.

D. CONCEPT OF OPERATIONS

This section of the plan provides an overview of the management of pre- and post-disaster mitigation activities in Lake County. The purpose is to provide guidance for the activities necessary for Lake County to reduce the potential for damage and loss from future disasters affecting the county.

1. EMERGENCY MANAGEMENT ORGANIZATION SYSTEM USED DURING EMERGENCIES

The County operates under the ICS system during emergency operations. This system is especially effective for managing response

and recovery operations that involve multiple agencies each working on different though interrelated tasks. The organization system employed during mitigation activities is streamlined in large part because the Lake County Division of Emergency Management (LCDEM) has the primary responsibility for nearly all aspects of pre- and post-disaster mitigation. Constitutional Officials jurisdiction and responsibilities shall not be affected. Although there are times when LCDEM receives assistance from supporting agencies, the vast majority of mitigation activities are carried out directly by EM staff. Exhibit 1.1 shows the relationship between the Lake County Emergency Management Division and supporting agencies involved in mitigation operations.

2. NOTIFICATIONS AND COORDINATION OF DEPARTMENTAL PARTICIPATION IN MITIGATION OPERATIONS

a. Pre-Disaster Operations

Mitigation activities in the pre-disaster environment are the responsibility of the EM Department. Pre-disaster mitigation activities are coordinated by the EM Department through the Local Mitigation Strategy (LMS) process. The Lake County LMS identifies the hazards to which the County is vulnerable; assesses the facilities and structures that are most vulnerable to hazards; offers a prioritized list of mitigation projects to take advantage of available funding; and links mitigation projects to these sources of funding.

The LCDEM is responsible for maintaining the Lake County LMS. The LMS will be updated at least annually, after each major disaster, or on an as needed basis. Participation by local agencies will be coordinated by the Lake County EM Department and will involve the supporting agencies listed in Exhibit 1.1

b. Post-Disaster Operations

The LCDEM is responsible for coordinating local department participation in post-disaster mitigation activities. Local departments involved in these operations will vary according to the specifics of each event. Emergency Management staff will contact all departments for post-disaster mitigation activities and notify them as to their role in these operations. Personnel resources for daily operations in Lake County are limited. In the

aftermath of a disaster, these resources are stretched even further. As a result, the County relies in a large part on information generated by the Lake County Property Appraiser, Lake County Growth Management and the Public Works Department during the local damage assessment process, the prioritized project list from the LMS, and overall guidance from the EM Director or his designee in determining specific mitigation priorities following a disaster.

c. Coordination of Mitigation Activities

- Lake County Division of Emergency Management (LCDEM)

The LCDEM will serve as the coordinating organization for post-disaster mitigation activities. The LCDEM will notify all supporting agencies required for mitigation assessment operations; coordinate all activities required to identify potential mitigation projects and initiatives, coordinate the application process for mitigation related grants; and will serve as or appoint a grant administer for all mitigation grants.

- Lake County Property Appraiser

The Lake County Property Appraiser will support the LCDEM by providing technical expertise regarding property values, damages and losses to properties as a result of a disaster.

- Lake County Growth Management Department

The Lake County Growth Management Department will provide support to the LCDEM in identifying mitigation activities that could reduce the vulnerability of public infrastructure, businesses, and housing stock to damage and loss from natural and manmade disasters.

- Lake County Public Works Department

The Lake County Public Works Department will assist the LCDEM in identifying potential road, bridge, culvert, water, and sewer mitigation projects.

- State Hazard Mitigation Officer (SHMO)

The State Hazard Mitigation Officer will establish the State Hazard Mitigation Office and will work closely with the Federal Hazard Mitigation and Local Hazard Mitigation offices. The SHMO will coordinate the State Hazard Mitigation and Recovery Team (SHMART). The team consists of representatives from key state agencies, local governments, and other public and private sector organizations that influence development and hazard management policies within the State.

The Deputy SCO for Recovery will appoint a State Individual Assistance Officer (SIAO) who will be responsible for coordinating the preparation and implementation of the State Hazard Mitigation Plan (pursuant to Section 409 of the Stafford Act) and implementation of the Hazard Mitigation Grant Program (pursuant to Section 404 of the Stafford Act).

The SHMO will provide leadership for the involvement of State and local agencies in developing, monitoring, and updating the plan. The SHMO is responsible for making sure that appropriate State and local agencies have the opportunity to participate in the development of hazard mitigation plans, and that the hazard mitigation planning process is coordinated with all other State and local hazard mitigation programs.

- Federal Hazard Mitigation Officer

The FCO will appoint a Federal Hazard Mitigation Officer (FHMO), who will be responsible for managing Federal hazard mitigation programs and activities. The FHMO serves as the Federal counterpart to the SHMO. An Interagency Hazard Mitigation Team (I-Team) will be activated by the FHMO immediately following a Presidential Disaster Declaration. The I-Team will be made up of appropriate Federal, State, and local government representatives and will be co-chaired by the FHMO and SFMO. The SHMO will be responsible for coordination with the SHMART and LHMOs and their participation on the I-Team.

- Local Hazard Mitigation Officers

The Lake County Executive Policy Group, following a Presidential Disaster Declaration, may appoint a Local Hazard Mitigation Officer (LHMO). If appointed, the LHMO should participate on the Interagency Hazard Mitigation Team and on the State Hazard Mitigation Team; coordinate the participation of other appropriate local officials on these teams; and, participate in the development of the State Hazard Mitigation Plan.

3. MITIGATION MEMORANDA OF UNDERSTANDING, MUTUAL AID AGREEMENTS, OR INTER-LOCAL AGREEMENTS

The Lake County Division of Emergency Management does not have any formal agreements with agencies to assist in post-disaster mitigation activities. Local agencies within the county have historically worked together as needed in the aftermath of disasters.

4. LOCAL GOVERNMENT STATUS IN THE NATIONAL FLOOD INSURANCE PROGRAM

Lake County and its fourteen (14) municipalities participate in the National Flood Insurance Program (NFIP). The county also actively conducts public education regarding building policies in flood prone areas.

5. PROCESS FOR IDENTIFYING MITIGATION OPPORTUNITIES IN THE POST-DISASTER ENVIRONMENT

The Lake County Division of Emergency Management is responsible for coordinating recovery operations in the county. As a result of this active role in the recovery process, the Division is well poised to identify opportunities for future mitigation projects such as elevation and/or acquisition of flood prone structures, drainage improvement projects, and infrastructure enhancement projects. The EM Director works closely with the damage assessment teams in the field and the building inspectors for Lake County, to identify potential mitigation opportunities.

Opportunities for implementing hazard mitigation measures will be identified in one of the following ways:

- The hazard mitigation planning process as identified in the State Hazard Mitigation (409) Plan, through the State Hazard Mitigation and Recovery Team or the Interagency Hazard Mitigation Team;
- The DSR process, through the public assistance program;
- Preliminary Damage Assessment; or,
- Post disaster redevelopment plans developed pursuant to the State's growth management law, or the hazard mitigation component of the CEMP.

6. EQUIPMENT AND RESOURCES NECESSARY FOR MITIGATION ASSESSMENT

- The Lake County Division of Emergency Management will coordinate for equipment and resources necessary for mitigation assessment.
- Vehicles used for mitigation assessment include city and county departmental vehicles, volunteer fire department vehicles, and personal vehicles.
- The following equipment is provided by the LCDEM and used for mitigation assessment: office supplies, maps, and disposable cameras. Other resources may be requested on an as needed basis through the LCDEM.

7. TRAINING PROCEDURES FOR MITIGATION PERSONNEL

Personnel involved in mitigation activities will receive on-going training according to their individual needs. The LCDEM will work with all mitigation assessment team members to ensure that all training needs are met. The primary source for mitigation training is the Florida Division of Emergency Management

8. PROCESS TO MANAGE MITIGATION ASSISTANCE FUNDS

The Disaster Mitigation Act establishes a hazard mitigation grant program to fund certain State and local post-disaster hazard mitigation measures. Federal funds are available under this program on a 75 percent Federal share/25 percent local share-matching basis. The total amount of funding available for any given disaster will be 10 percent of the initial estimate or the Federal share of permanent public assistance work

under Categories C, D, E, F and G.

Before any funding is made available under this program a State hazard mitigation grant program administrative plan demonstrating how the grant program will be administered, must be approved by FEMA. The SHMO will be responsible for ensuring that this plan is prepared and updated on a regular basis.

The State is responsible for identifying and selecting projects funded under the grant program. The SHMO and members of the State Hazard Mitigation Team will review project applications for consistency with the State's hazard mitigation administrative plan and the State hazard mitigation plan update prepared in response to the disaster. Selection criteria will include:

- Measures that best fit within the State's overall hazard mitigation strategy;
- Measures that have the greatest potential impact to reduce future losses; and
- Measures that are designed to accomplish a multitude of hazard mitigation objectives.

Based on the results of this review, the SHMO will recommend to the SCO those projects to be funded under the Hazard Mitigation Grant Program.

Applicants will then be notified whether their proposed project is to be funded.

Mitigation and recovery grants are coordinated by Lake County Division of Emergency Management.

9. DAMAGE SURVEY REPORT PROCESS

Under the Public Assistance program, cost-effective hazard mitigation measures may be authorized for damaged facilities. The FCO may authorize hazard mitigation measures that are necessary for compliance with codes and standards if the measures are in the public interest and the following conditions are met:

- The mitigation measures will substantially reduce or eliminate the risk

of recurring damage to the facility;

- The measures reflect sound engineering and construction practices;
- The measures are cost-effective; and,
- Applicable environmental and flood plain management requirements have been met.

The SHMO will work closely with the State PAO, Hazard Mitigation Engineer and the State Public Assistance Inspection Teams to make sure that site-specific recommendations for incorporating hazard mitigation measures into necessary repairs to damaged facilities are reflected on the DSRs. This includes alternate projects, if the SCO determines that the public interest would not be best served if the damaged facility was repaired, restored or replaced.

E. HAZARD MITIGATION PLANNING

1. Hazard Mitigation Act of 2000

The Hazard Mitigation Act requires the State and affected local governments to prepare a hazard mitigation plan which evaluates the natural hazards within the disaster area(s) and recommends appropriate measures to reduce the risks from future disasters. This plan will include the following components:

- a. An evaluation of the natural hazards in the disaster area;
- b. A description and analysis of State and local hazard mitigation policies, programs, and capabilities to mitigate the hazards in the disaster area;
- c. Proposed hazard mitigation strategies, measures and actions designed to reduce or avoid long-term vulnerability to hazards; and,
- d. A method for implementing, monitoring, evaluating and updating the plan on an annual basis.

2. STATE PLAN SUMMARY

The State has developed an all hazards mitigation plan that examines the State's vulnerability to all natural disasters that may affect the State. The following is a summary of the highest priority strategies included in the plan:

- a. Protecting critical facilities such as power, communications, water, sewer, transportation, health, medical, schools, police, security, fire, and key businesses.
- c. Increasing the amount of available shelter space so that the state's shelter deficit is alleviated, and that existing and proposed shelter space adequately provides for community needs.
- d. Repairing and retrofitting existing nonconforming use structures damaged as a result of disasters.
- e. Developing a permanent State Hazard Mitigation and Recovery Team within the State of Florida, which will meet on a continuing basis to establish hazard mitigation policy.
- f. Advocating the prevention of roof, window, and door failures through enhancement of local government building codes and financial assistance to local governments.
- g. Improving building inspection practices to ensure that all buildings are properly constructed and that variances are kept to a minimum.
- h. Continuing an advocacy for a State common building code, which would provide a regulatory framework for a common State building code and would provide an institutional framework for reviewing local government amendments to such a common building code.
- i. Continuing to seek improvement to wind and flood design requirements for mobile homes and advocating installer certification requirements.
- j. Encouraging local governments and State agencies to examine

opportunities for acquisition of high hazard properties and for the relocation of damage-prone infrastructure.

- k. Assisting local governments in the development of post-disaster redevelopment plans pursuant to the requirements of Florida's growth management regulations.
- l. Developing and refining post-disaster permitting procedures and in particular, developing a "one stop" plan for consolidation and prioritization of local and State building requirements. Insurance companies also need to be involved in this process.

3. IMPLEMENTING MITIGATION ACTIVITIES

State and local governments will be responsible for implementing the hazard mitigation measures and recommendations included in the plan. The designated LHMO will be responsible for coordinating implementation activities with the SHMO and for providing the SHMO with periodic updates on the status of mitigation measures. The SHMO will then be responsible for submitting annual progress reports to FEMA, indicating the status of each recommendation and/or mitigation measure contained in the plan.

4. SOP DEVELOPMENT

An SOP to support implementing Mitigation activities shall be developed to address the following areas.

- a. Procedures to collect and analyze information relating to vulnerabilities, damage collection and mitigation opportunities.
- b. Procedures to document the locations and causes of damages. This information will be used to update the Hazard Identification and Vulnerability Assessment activities.
- c. Procedures to use the mitigation assessment information to identify appropriate mitigation initiatives and to reprioritize as necessary.
- d. Procedures for training the mitigation assessment teams.
- e. Notification procedures for the assessment team.

- f. Develop a list of resources that will be used for mitigation assessment.
- g. Procedures for the post-disaster permitting process

5. MITIGATION RESPONSIBILITY MATRIX

Exhibit 1.1: Agency Responsibilities for Hazard Mitigation

	Pre-Disaster Mitigation	Post-Disaster Mitigation
American Red Cross	S	S
Lake County Agricultural Service	S	S
Lake County Clerk of the Court	S	S
Lake County Emergency Management	P	P
Lake County Fire/Rescue	S	S
Lake County Public Works	S	S
Lake County School Board	S	S
Florida Public Utilities	S	S
Salvation Army	S	S

P = Primary Agency

S = Support Agency

Figure 1 (Page 1 of 2)
LAKE COUNTY EMERGENCY MANAGEMENT
DISASTER RELIEF PROGRAM
Request for Assistance Evaluation Form

Purpose:

The purpose of this form is to provide for orderly evaluation and triage of a request for resources or other assistance.

Procedure:

Lake County Div/Dept receiving request:_____

Date of Request:_____ Time of Request:_____

Request taken by (name):_____

Request origin (city, state, area):_____

Outside Agency Placing Request:_____

Address:_____

City:_____ State:_____ Zip:_____

Phone Number (s):_____

Name of Person:_____

Title/Position:_____

Description of Assistance Requested:_____

Figure 1 (Page 2 of 2)

Analysis by Receiving Div/Dept.

Resources Required: _____

Cash Advance Required: _____

Division Director's Recommendation: _____

Division Director/Department Head Name (print): _____

Division Director/Department Head Signature: _____

Date: _____

DEM Review

DEM Review Completed by: _____

Recommendation: _____

Cash Advance Required: Yes _____ No _____ If Yes, Amount: _____

Date of Departure: _____ Estimated Time: _____

Date of Return (estimated): _____ Estimated Time: _____

Resource Commitment Need Verified and Approved:

Name: _____ Date: _____ Time: _____

Notes and Comments:

Figure 2 (Page 1 of 2)
LAKE COUNTY EMERGENCY MANAGEMENT
DISASTER RELIEF PROGRAM
Current Expended Resources Form
Weekly Report

Purpose:

The purpose of this form is to gather timely information from each Div/Dept involved in the Disaster Relief effort. This information will then be compiled by the Division of Emergency Management (DEM) and submitted to the County Manager and the County Chairman.

Method:

Each Div/Dept with resources committed to the relief effort shall report as follows:

1. On Friday of each week during the effort, this form shall be faxed to Lake County EM attention, Director. FAX number: 352-343-9728.
2. The information requested below shall reflect the expended resources since the last report.
3. Questions shall be addressed to Director of Emergency Management.

Report Information:

1. Division/Department: _____
Reporting Period: From (date): _____ To (date): _____
2. Resources Expended Since Last Report:
 - a. Personal Services:
 - (1) Total man-hours (do not break out classifications): MH= _____
 - (2) Cost accumulated over reporting period:
(Use base pay, overhead/benefits)\$ _____

Figure 2 (Page 2 of 2)

- b. Operating Expenses:
- Operating Budget of Div/Dept. contains Object Codes under the operating appropriation. Identify Object Codes being charged, keep on file, and record here
- Summation of Costs:
- \$_____
- c. Capital Expenses:
- \$_____
- d. Total Personnel Services + Operating + Capital (2a + 2b + 2c):
- \$_____
3. Present Status:
- a. Personnel on scene at this time (number):
- _____
- Time left (days):
- _____
- b. Equipment on scene: Yes_____ No_____
- Time left (days):
- _____

Person Filing Report (Div Director/Dept Head):

Date: _____

Figure 3
LABOR ACTIVITY REPORT

(DSR) Number: _____ Department/Bureau: _____

Location: _____ For the Period: _____ to _____

Type of Work (e.g., Road Repair) _____

DATE	HOURS REG	HOURS OT	RATE	NAME	TITLE	AMOUNT

I certify that the above information is correct to the best of my knowledge.

Project Manager/Foreman

Bookkeeper

Date

Page ____ of ____

Figure 4
EQUIPMENT ACTIVITY REPORT

(DSR) Number: _____ Department/Bureau _____

Location: _____ For the Period _____ to _____

Type of Work (e.g., Road Repair) _____

DATE	HOURS USED	RATE*	APPLICANT OWNED OR NAME OF LESSOR	DESCRIPTION	AMOUNT	INVOICE NO. AND DATE

I certify that the above information is correct to the best of my knowledge.

Project Manager/Foreman

Bookkeeper

Date

*Indicate per hour/day, etc.

Page ____ of ____

Figure 5
LAKE COUNTY EMERGENCY MANAGEMENT
DISASTER RELIEF PROGRAM
Signature Authorization Sheet

1. Cash Advances:

The following persons are authorized to sign Cash Advance requests for release to Division Directors for advances relating to this program.

TYPE NAME	TITLE	SIGNATURE
_____	Director of Emergency Management	_____
_____	Director of Public Safety	_____
_____	Deputy County Manager	_____
_____	County Manager	_____

2. Emergency Purchase Orders and Routine Purchase Orders:

_____	Director of Emergency Management	_____
_____	Director of Public Safety	_____
_____	Deputy County Manager	_____
_____	County Manager	_____

Figure 6
LAKE COUNTY EMERGENCY MANAGEMENT
DISASTER RELIEF PROGRAM
Cash Advance and Travel Approval Request

Purpose:

The purpose of this form is to request disbursement of a **Cash Advance Check** by Lake County Finance Department for activities associated with the _____ Disaster Relief Program.

Procedure:

1. After review of a request for assistance and after the affected Division Director determines a Cash Advance is required, this application is completed by the Division of Emergency Management (DEM). It is then delivered to the Finance Department. The Finance Department will then issue a check to the requesting Division Director/Department Head.
2. The following must be attached to this request (provided by the Division/Department):
 - a. A completed Lake County Travel Request for each County employee traveling out of County.
 - b. A listing of all Lake County Vehicles traveling out of the county. Information required:
 - (1) Vehicle Type
 - (2) Vehicle License Plate Number
3. Completion of below portion of this form requesting Cash Advance.

Application:

1. Division Requesting: _____
 2. Make Check Payable to: _____
 3. Cash Advance Amount Requested: _____ Date: _____
 4. Lake County Travel Request attached for each employee? Yes _____ No _____
- Approved by: _____ Date: _____

When Disaster Relief Program is completed, the Division Director/Department Head will return residual funds to the Finance Department using Cash Advance Reconciliation Form.

Figure 7 (Page 1 of 3)
LAKE COUNTY EMERGENCY MANAGEMENT
DISASTER RELIEF PROGRAM
Cash Advance Reconciliation Form

Purpose:

Cash advance funds are issued, in handwritten check form, to Division Directors or Department Heads only. The purpose of this form is to provide for an orderly transfer of **Cash Advance Funds** in the field from one relieving supervisor to another. Cash Advance Funds may be used solely for the purposes shown on page 2.

From time to time, one supervisor may relieve another supervisor in the field. This form provides guidance to the supervisor regarding accounting for these advances. The field security of the funds is the sole responsibility of the supervisor. Ultimate responsibility lies with the Division Director or Department Head. Follow the instructions below.

Issue and Custody:

1. Name of Div/Dept.: _____
2. Div Director/Dept Head Name: _____
3. Date of Issue: _____ Amount: _____ Check #: _____
4. Supervisor (first issue, print name): _____
5. Supervisor signature: _____ Date: _____

Instructions:

1. Please use a yellow manila envelope to store cash receipts obtained from any vendor or contractor when these funds are expended. See Sheet 2 for list of allowable expenditure areas.
2. When a cash receipt is obtained, make certain the receipt is dated, amount of transaction clear, charge code clearly legible, and the vendor name legible.
3. Each supervisor having custody of funds must legibly identify one or more of the envelopes as his. The rest are for relieving supervisors to take and use.
4. Place cash receipts and other pertinent fund information inside the envelope. When a supervisor returns from the field, the supervisor must bring with him the following:

Figure 7 (Page 2 of 3)

- a. The original of the funds account sheet (Form 002)
 - b. The yellow manila envelope containing all cash receipts transacted during the tour of duty. These items are turned in to the Division Director/Department Head.
5. The relieving supervisor will start a new system with the residual funds turned over to him. New envelopes will be used by the relieving supervisor.
6. If new or additional cash advance (check) is provided to a subsequent relieving supervisor, a separate system shall be kept for those funds.

ALLOWED USES FOR CASH ADVANCE FUNDS

Contractual Services Not Otherwise Specified – Any service that is received under written agreement or contract and is not provided for elsewhere.

Out-of-County Travel – Out-of-county travel expenses including mileage, per diem, and the subsistence of all public officers, employees and authorized persons, whose travel expenses are paid by the county (Account 400).

Toll Charges – Any expressway or parkway toll charges (Account 400).

Rental of Equipment – Parts, supplies, and materials for maintaining equipment, regardless of the unit cost of the equipment, by county employees and the cost of maintenance agreements and service contracts for equipment including office machinery (Account 460).

Fuel-Oil-Lube-Brake Fluid-Antifreeze – Purchases of fuel, oil, brake fluid, antifreeze, etc. (Account 520).

Additional Expenses – Any additional expenses that may be budgeted for this is used in the disaster relief operation. These expenses have to be documented by account number and approved by the Division Director/Department Head prior to expending as being a justifiable need for the operation.

Figure 7 (Page 3 of 3)

CASH ADVANCE TABULATION:

DATE	TIME OF DAY	STARTING FUNDS	\$X.XX SPENT THAT DAY	FINISH FUNDS	SUPERVISOR INITIALS	RECEIVING INITIALS

Note: If the above table is completely filled, start another page 3.

Figure 8

INCIDENT COMMAND ASSIGNMENTS BY DISASTER TYPE	
Disaster Situation	Incident Command Agency
Hurricane, Tropical Storm	County Manager/EOC
Tornado	Designated by County Manager/EOC
Flood Response	Designated by County Manager/EOC
Rescue	Fire Dept having jurisdiction/LC Fire Rescue
Flood Fighting	Public Works Dept having jurisdiction/LC Public Works
Urban Fire	Fire Dept having jurisdiction/LC Fire Rescue
Brush Fire/Wildland Fires	Fire Dept having jurisdiction/LC Fire Rescue/DOF
Cold Weather Emergency	Designated by County Manager/EOC
Hazardous Material Incident	Fire Dept having jurisdiction/LC HAZMAT
Mass Casualty	Designated by Country Manager/EOC
Civil Disturbance	Law Enforcement having jurisdiction
Hostage Incident	Law Enforcement having jurisdiction
Sink Hole	Public Works Dept having jurisdiction/LC Public Works
Train Derailment	Fire Dept having jurisdiction/LC Fire Rescue
Aircraft Crash	Fire Dept having jurisdiction/EMS
Civil Disorder	Law Enforcement having jurisdiction
Radiological Incident / with Nuclear Power Plant	Designated by County Manager/EOC
Terrorist Event	Law Enforcement/Fire Rescue/Health Department
Drought	Agriculture Extension

LAKE COUNTY
COMPREHENSIVE EMERGENCY
MANAGEMENT PLAN

Figure 9 (Page 1 of 2)
ESF Primary and Support Agencies – Emergency Support Functions

DEPARTMENT/AGENCY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	RECOVERY	EPG
Animal Control																	P		I	
American Red Cross						P					P				S					
Army Corp. of Engineers			S																INT-LR	
Budget Administrative Services (Lake Co.)																		P		
Building Department			S																I-INT-LR	
Clay Electric												S							I-INT-LR	
Clerks Office																			I	
Communications Department (E911)																			I	
Community Services - Lake Co.															P				I-INT-LR	
County Attorney																			I-INT-LR	P
County Chairman																			I-INT-LR	P
County Manager																			I-INT-LR	P
Dept. of Health								S											I-INT-LR	
Deputy County Manager																			I-INT-LR	S
Division of Forestry				S					S										I-INT-LR	
Emergency Management (Public Safety)																			I-INT-LR	
Environmental Services			S																I-INT	
Finance Department																			I-INT-LR	
First United Methodist Church																			I-INT-LR	
FL Dept. of Environmental Protection																			I-INT-LR	
FL Dept. of Law Enforcement (FDLE)																S			INT-LR	
FL DOT			S							S									INT-LR	
FL Fire Chiefs Association				S															I-INT	
FL Fish & Wildlife Conservation Commission																S			I-INT	
FL National Guard									S		S		P			S			I-INT-LR	

Legend:

Responses
P – Primary
S – Support

Recovery
I – Immediate
INT – Intermediate
LR – Long Range

Policy
EPG – Executive Policy Group
SHMO – State Hazard Mitigation Office

Figure 9 (Page 2 of 2)
ESF Primary and Support Agencies – Emergency Support Functions

DEPARTMENT/AGENCY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	RECOVERY	EPG
FL Natural Gas												S							I-INT	
FL Power												S							I-INT	
Growth Management					S														I-INT-LR	
Health Department								P											I	
Humane Societies																	P		I	
Lake County Transit (Lifestreams)	S																			
Lake Special Transport (FHW)	S																		I	
Lake Sumter EMS		S						S											I-INT	
Municipal Fire Departments				S						S									I-INT	
Municipal Police Departments										S						S			I-INT	
Municipal Public Works			S							S									I-INT-LR	
Municipal Utility Companies												S							I-INT	
Procurement Services							P												I-INT-LR	
Property Appraisers Office																			I-INT	
Public Information Office														P					I-INT-LR	
Public Safety		P		P	P				P	P									I-INT-LR	P
Public Works		S	P							S		P							I-INT-LR	
RACES		S																	I	
Rescue Operations																			I	
Salvation Army						S					S				S				I-INT	
School Board	P										S								I-INT	
Sheriff's Office																P				
Sumter Electric												S							I-INT	
United Way																			I-INT	
Veterinarians																	S		I	

Legend:	<u>Responses</u> P – Primary S – Support	<u>Recovery</u> I – Immediate INT – Intermediate LR – Long Range	<u>Policy</u> EPG – Executive Policy Group SHMO – State Hazard Mitigation Office
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APPENDIX 1 CRITICAL FACILITIES MANAGEMENT

I. PURPOSE

This section provides for the identification and management of critical facilities.

II. SITUATION AND ASSUMPTIONS

A. SITUATION

1. Many of these critical facilities would be crucial to the immediate emergency response following a major emergency/disaster event, and other would be critical for long-term recovery operations.
2. Levels of priority and time frames for restoration are provided by the State as a guideline for response and recovery operations. They include:
 - a. Must not lose operational capability -These types of facilities include only the highest priority communications, medical and public safety facilities that must remain operational during and immediately after the disaster. This will include triage hospitals and Emergency Operations Centers. These facilities should already be at least marginally self-contained for survivability.
 - b. Must be operational within 72 hours -These facilities include other key facilities that are essential to both response and short-term recovery operations. This will include secondary public safety facilities certain government buildings, essential infrastructure/utilities, public information facilities, debris removal staging areas and victim relief centers.
3. Lake County Division of Emergency Management maintains a list of public and private sector critical facilities that can be referred to during an emergency/disaster response.
4. Lake County Critical Facility information is updated on a semi-annual basis.

B. ASSUMPTIONS

1. Identification of critical facilities will make it possible to predict the consequences of disaster, and to expedite the response of necessary resources from outside the area of impact.
2. Knowledge of critical facilities will reduce the dependence on "unwritten" and "assumed" information.
3. Knowledge of critical facilities will expedite damage assessment and loss estimation.
4. The identification of critical facilities allows for the prioritization of post-disaster areas.

III. CRITICAL FACILITIES

- A. Information pertaining to critical facilities will be maintained in the Lake County computer systems and will be accessible from the Lake County Emergency Operations Center.
- B. Continuous update of the critical facilities inventory will be maintained.
- C. Critical facilities may serve as the basis for establishing mutual aid/statement of understanding with other governmental or non-governmental agencies.
- D. Knowledge of critical facilities allows for the implementation of planned mitigation approaches/projects in an attempt to reduce vulnerabilities.

Appendix 2 TRAINING

I. PURPOSE

To outline a training program that will ensure that emergency responders and the public fully understand the overall concept of Emergency Management and their responsibilities before, during and after an emergency/disaster.

II. CONCEPT OF OPERATIONS

A. GENERAL

1. This training appendix provides guidance for a three-part effort aimed at improving the capability of local governments to respond effectively to and recover from an emergency or disaster.
2. The training program shall have three dimensions:
 - a. Programs and courses available through the Federal Emergency Management Agency, the State and other governmental/volunteer agencies.
 - b. Local departmental emergency response training.
 - c. Community-based awareness, self-help, population protection procedures, and public awareness training for the general public.

B. PHASES OF EMERGENCY MANAGEMENT

1. Mitigation/Preparedness Training
 - a. Division/agency heads will designate Emergency Coordinators within their organization.
 - b. Division/agency heads and Emergency Coordinators will participate in Emergency Management training to better prepare their organization for responding to emergencies/disasters.

- c. Division/agencies will identify needed Emergency Management training and request it from the Lake County Division of Emergency Management.
- d. All divisions/agencies are encouraged to budget for training and exercising.

2. Response

- a. The Emergency Management Institute and the Florida Division of Emergency Management provide residence training for law enforcement, medical, fire services, utilities and Emergency Management personnel, as well as local appointed officials and their staffs.
- b. Resident training at the Emergency Management Institute is encouraged for response groups from the jurisdictions to better understand the Integrated Comprehensive Emergency Management concept and the local Plan.
- c. The objectives of Emergency Management training are to develop team skills for the Lake County Emergency Operations Center; field operations; information systems; technical information related to hazard mitigation, preparedness, response and recovery; and roles and responsibilities for all levels of government and the private sector in, the face of emergencies or disasters;
- d. Group training is encouraged for the Lake County Emergency Operations Center Disaster Response Team, Executive Policy Group, individual information officers, all government division/department heads and their Emergency Coordinators. Damage assessment teams, school board personnel, medical/health, institutional personnel, volunteers, communications/dispatchers, etc.
- e. Internal training consists of the concepts of field operations and key components of the Lake County Comprehensive Emergency Management Plan and training is essential to departments/agencies in developing their department's emergency procedures.
- f. Internal training should be done on-site and in groups.

- g. Community awareness programs are provided to train citizens as to what actions are expected of them before, during and after an emergency/disaster.
- h. Preparing citizens for protection action and self-help practices immediately following a disaster is part of the Emergency Management training program.
- i. The Emergency Management training program encourages members of all groups to take advantage of available training.
- j. Exercises

(1) General

"Exercising" is the primary way to activate, test and evaluate the components of the Lake County Emergency Management Plan and to determine if the plan will work in an actual emergency/disaster situation.

(2) There are four principal reasons for conducting exercises:

- (a) To detect deficiencies in a plan.
- (b) To detect deficiencies in the overall system.
- (c) To identify potential personnel and staff problems of divisions/agencies.
- (d) To detect problems relative to functions and operations of equipment.

(3) Progressive Exercising

- (a) Table-top exercises are designed to detect potential problems with coordination, to determine the appropriateness of assigned responsibilities and to achieve a certain level of familiarity of a plan.
- (b) Functional exercise are more complex and are designed to test individual functions, such as direction and control, multiple functions, decision making, warning, public information or recovery.
- (c) Full-scale exercises are the highest level of exercise. They are the culmination of the exercise program.

They are designed to evaluate the operational capability of the emergency management system over a substantial period of time. They test major components and sub-components of the plan.

(4) Exercise Requirements for Every Jurisdiction

Each of the municipalities in Lake County is responsible by law for the safety and welfare of its citizens. Training should therefore involve the utilization of all municipal as well as County capabilities in a coordinated effort in accordance with individual plans and Standard Operating Procedures (SOP).

- (a) The Lake County Division of Emergency Management will conduct an annual exercise which will incorporate the participation of all county agencies and municipalities, utilizing the County CEMP as a guide.
- (b) A constructive evaluation of exercises will be completed for the purpose of plan revisions and for creating a living document.

3. Recovery

- a. Recovery exercises complete the process of exercising the Lake County Comprehensive Emergency Management Plan. Recovery exercises are designed to fit the format from tabletop to full-scale exercises.
- b. Individual and departmental evaluations of exercise performance are used to determine internal training requirements.
- c. Group and individual training at the Emergency Management Institute should be scheduled routinely. These courses cover natural and technological hazards, as well as event-specific courses.

III. RESPONSIBILITIES

- A. The Lake County Division of Emergency Management is responsible for ensuring that the Lake County Emergency Operations Center staff and operational responders fully understand their procedures and responsibilities, as outlined in the Lake County Comprehensive Emergency Management Plan.
- B. Training and scheduling of training for Emergency Management purposes will be coordinated through the Lake County Division of Emergency Management.
- C. Department/agency heads will budget for, and participate in, training activities related to emergency preparedness programs.
- D. Municipalities: The Mayor (or designee) is responsible for the training of personnel under the jurisdiction of that office. Appropriate personnel should attend training courses offered by Federal, State and local organizations whenever possible.
- E. The Lake County Division of Emergency Management will:
 - 1. Coordinate all disaster-related training within the County to ensure that all of the overall objectives of the CEMP are being met. As an example:
 - a. Incident Command System (ICS) Training
 - b. Emergency Support Function (ESF)/ICS Interface Training
 - c. Damage Assessment
 - 2. Assist County departments, municipalities, and non-governmental disaster agencies as required, in attaining coordinated training and education objectives.
 - 3. Utilize to the fullest extent all available means to reach the maximum number of County residents to provide sufficient public information with which to develop individual plans:
 - a. booklets, pamphlets, and brochures for public distribution

- b. lectures and presentations relating to personal disaster preparation
 - c. local public information spots on radio and television
 - d. family disaster planning notebooks for distribution
 - 4. Conduct exercises to evaluate components of the CEMP. Upon completion of the exercises, procedures and training will be modified to correct the deficiencies noted.
- F. Those agencies or departments having Primary and Support responsibilities for ESFs will establish training programs covering their respective responsibilities, in accordance with approved ESF Annexes and SOPs.

Appendix 3 EVACUATION

I. PURPOSE

To establish responsibilities, policies and procedures for affecting an expeditious and orderly movement of the population from a threatened or stricken area to an area of safety; and to ensure a prompt and orderly return after the threat has subsided and the area is safe for reentry.

II. SITUATIONS AND ASSUMPTIONS

A. SITUATION

The need for an evacuation might be precipitated by either floods, hurricanes, tornadoes, major fires or hazardous materials incidents.

B. ASSUMPTIONS

1. Local fire and law enforcement services will initiate immediate area evacuations, when necessary.
2. The Lake County Division of Emergency Management will initiate large-scale evacuations.
3. The civilian population will evacuate when instructed by government officials. If necessary, local authorities will order and carry out a mandatory evacuation as authorized by State of Florida Governor's Executive Order.

III. CONCEPT OF OPERATIONS

A. GENERAL

Pets will not be evacuated via emergency vehicles or allowed in public shelters. When practical, pets left in the evacuated area will be provided food and water by their owners.

B. PHASES OF MANAGEMENT

1. Mitigation/Preparedness

- a. The Lake County Division of Emergency Management will maintain liaison with government and private organizations that have a responsibility during an evacuation and assist in development Standing Operating Procedures to ensure readiness.
- b. The Lake County Division of Emergency Management will conduct training and exercises to enhance the knowledge of individuals, and test the validity of plans and procedures.
- c. There are certain factors that determine the area to be evacuated, the number of people to be evacuated, and the time and distance of travel necessary to ensure the safety of citizens. These factors include the hazard itself (i.e. magnitude, intensity and duration), the availability of evacuation routes and their vulnerability to the hazard, mode of transport for evacuees, including provisions for people unable to supply their own transportation and the handicapped homebound.
- d. The Lake County Division of Emergency Management will identify groups and persons in the jurisdiction that might require special assistance during an evacuation.
- e. Evacuations are based on a quantitative analysis. First the analysis must determine the number of people required to evacuate, the number: of vehicles that. may be used, the suitability of roads (capacity, elevation, location, etc) and then any special evacuation considerations such as medical facilities and people with special needs to be identified. These components are then used to move residents from the area at risk to a safer area.
- f. The timing of an evacuation order is based on:
 - Identification of the at-risk population
 - Designation of evacuation routes
 - Determination of the evacuation clearance time
 - Establishment of a traffic control system
 - Opening of shelters (if required)
 - Assignment of transportation resources to assist in the evacuation
 - And the estimated time of hazard impact

- g. Localized Evacuations: Initial response will normally come from the emergency personnel and equipment with jurisdiction where the incident occurs. Any evacuation during a local disaster will usually be determined by the situation such as a fire, flood or hazardous materials incident, forcing people from their homes, or based on a decision by the Incident Commander due to the anticipated threat to residents. When such a threat exists, the evacuation order will be made by the appropriate authority within the jurisdiction (Mayor or City Manager), with the necessary coordination taking place with the Division of Emergency Management.

During a localized emergency the need for shelters will be determined by the Incident Commander in coordination with the Division of Emergency Management and the Red Cross.

Shelters opened for a localized event will normally be churches or association buildings so as not to disrupt school operations.

2. Response

- a. Provide early warning, if possible, to agencies and individuals, including elected officials, who will function in an official capacity during the evacuation.
- b. Determine the perimeter of area to be evacuated.
- c. Establish evacuation routes.
- d. Provide traffic control and security.
- e. Identify people requiring transportation.
- f. Provide transportation for evacuees.
- g. Provide shelter and social services support.
- h. Provide for movement and special needs of handicapped, elderly, hospital patients and prisoners through coordination with appropriate institutions at their request.

- i. Provide for notification of registered persons with special needs and coordinate transportation and sheltering issues.
- j. Provide medical support at shelters.
- k. Advise population to evacuate affected areas.
- l. Maintain records of all manpower, equipment, and supplies used.
- m. Coordinate the provision of critical incident stress debriefing, emergency responders, volunteers and evacuees, as needed.
- n. When a no-notice event, such as a hazardous materials spill occurs, it may not be practical to remove residents from their homes. The decision to evacuate must be weighed against the exposures to residents and emergency workers caused during the evacuation. If a release has already occurred or is still occurring and there is contamination in the plume, in-place sheltering will be considered.

In place sheltering means that residents will be advised to remain in their homes with the windows closed and all open-air circulation systems turned off. In-place sheltering should not be implemented when the sheltering duration is expected to exceed two hours.

3. Recovery

- a. Alert all agencies involved when shelter operations are to be discontinued.
- b. Select routes for returning evacuees.
- c. Provide transportation, as required.
- d. Provide traffic control along return routes.
- e. Advise evacuees when it is safe to return to the evacuated area.
- f. Keep public informed of situation.
- g. Review and revise this appendix, as required.

IV. RESPONSIBILITIES

A. GENERAL

Specific area evacuation is defined as the area needed to ensure the immediate safety of the population without regard to transportation, shelter or other needs. Any other evacuation must be coordinated with the Director of the Lake County Division of Emergency Management, or designee, to ensure that all items listed in Concept of Operations, Section III 8.2, above, are carried out.

B. FIRE RESCUE

The Chief of the respective Fire Department, or their on-site representative, is responsible for ordering an immediate area evacuation, if a life-threatening danger develops during response to a fire, severe weather, hazardous material or toxic chemical incident, etc.

C. LAW ENFORCEMENT

The Chief Executive of the respected Law Enforcement Agency, or their on-site representative, is responsible for ordering an immediate area evacuation if a life-threatening danger develops as a result of a bomb threat, terrorist activity, hostage situation, civil disorder, etc.

D. ADDITIONAL RESPONSIBILITIES

Additional responsibilities include but are not limited to:

1. Law Enforcement (Agency with Jurisdiction)
 - a. Warn people in the affected area(s) to evacuate by using police vehicle siren, public address system and door-to-door notification.
 - b. Isolate the area being evacuated.
 - c. Detour traffic around and away from the affected area.
 - d. Select evacuation and return routes
 - e. Provide security of the evacuated area.

- f. All police departments have the responsibility to provide security to any shelter opened within their jurisdiction.
 - g. Adjust Traffic Signal Timing (ESF 3).
 - h. Establish and staff traffic control points.
 - i. Modify lane usage.
 - j. Tow/push disabled vehicles out of the way.
- 2. Firefighting (ESF 4)
 - a. Provide fire suppression personnel and equipment, as required.
 - b. Provide fire-rescue units, as required.
- 3. Lake County Public Schools System
 - a. Provide school facilities as temporary shelters, upon request.
 - b. Provide personnel to augment American Red Cross Shelter Management Teams as per agreement.
 - c. Feed evacuees at shelters.
 - d. Provide evacuee transportation as coordinated with ESF 1 upon request by the County. Costs associated with transportation will be documented and submitted to FEMA by the School Board when a county disaster has been declared.
- 4. American Red Cross
 - a. Staff shelters with appropriate personnel.
 - b. Train Shelter Management personnel, to include personnel from LC Public Schools.
 - c. Feed evacuees in shelters not belonging to LC Public Schools.
- 5. Public Information Officer

- a. Establish and maintain an information center for the news media on site and at the Lake County Emergency Operations Center.
 - b. Provide timely and factual information for release to the public.
6. Other departments/agencies and private sector organizations will provide and/or perform services commensurate with regular assigned functions, as requested.

V. DIRECTION AND CONTROL

The Lake County Emergency Operations Center shall direct and coordinate the actions of all departments when preparing for and conducting mass/large-scale evacuations.

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Appendix 4

ORGANIZATIONAL CHARTS

I. PURPOSE

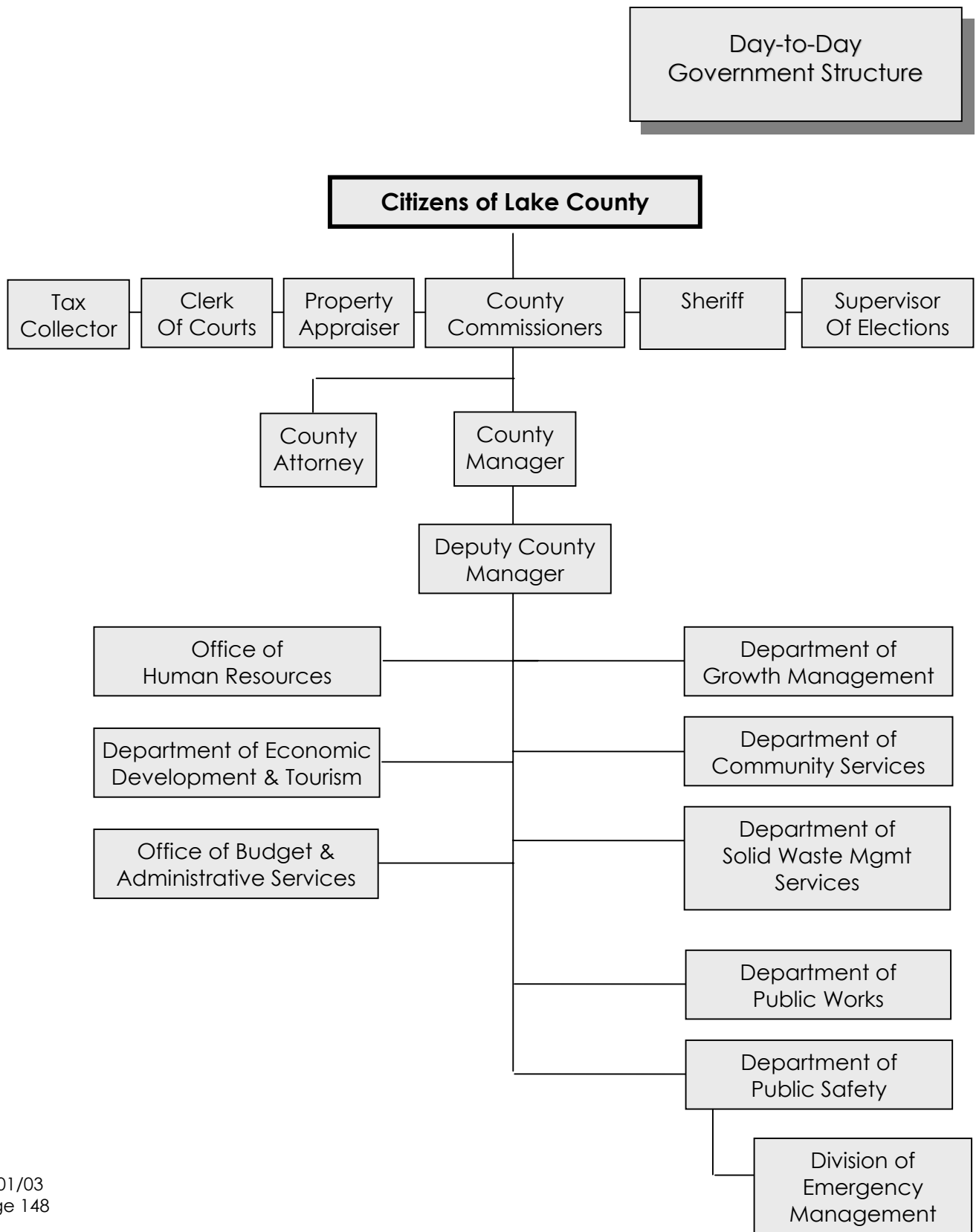
The purpose is to show the organizational relationships of departments/agencies within Lake County and the Lake County Division of Emergency Management (Non-emergency and Emergency).

The Lake County Board of County Commissioners (BCC) is responsible for making decisions regarding the day-to-day governance of the county. Chart A describes the relationships among various County department and agencies during the day-to-day (non-emergency) operations of the County. Responsibility for Emergency Management activities resides with the Department of Public Safety, Division of Emergency Management. The Lake County Division of Emergency Management (LCDEM) is responsible for coordinating emergency preparedness, response, recovery and mitigation activities with federal, state, and local government agencies. Figures B and C, depict organizational relationships during emergency operations.

II. ORGANIZATIONAL CHARTS

- A. Lake County Government Organization (Day-to-Day non-emergency) Structure
- B. Lake County Emergency Operations Organization for Response
- C. Lake County Emergency Operations Organization for Recovery and Mitigation

Figure A
Lake County Government Organization



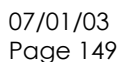
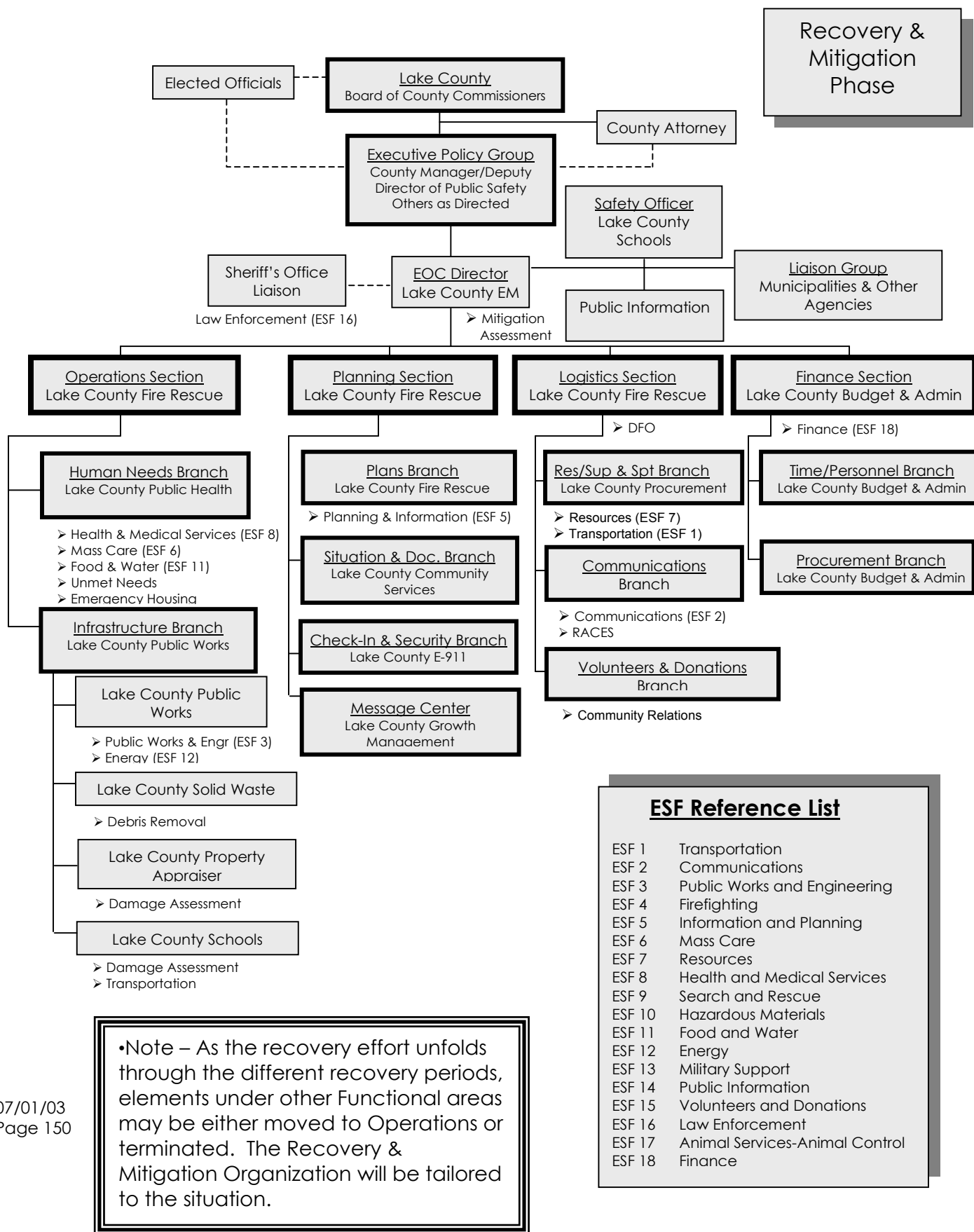


Figure C
Lake County Emergency Operations Organization for
Recovery & Mitigation



APPENDIX 5

PUBLIC ASSISTANCE

I. INTRODUCTION

A. PURPOSE

To outline and coordinate the principal programs and services available to support Lake County communities following a significant emergency or disaster event.

B. SCOPE

1. Recovery efforts entail those operations or actions intended to assist a community or region regain its normal appearance and functionality.
2. Potential operations include: re-connecting telephone lines, re-establishing electric and gas services, damage assessment, restoring water treatment facilities, repairing roads and bridges, and helping eligible victims apply for relief funds.
3. This plan provides additional information on that process and introduces federal programs designed to offer relief to affected communities and eligible citizens.
4. Emergency relief programs are available through some Lake County agencies. They include energy assistance, temporary housing assistance, and flood control.

II. OPERATING PRINCIPLES

A. SITUATION

1. The extent of damage in the affected area will influence the extent and pattern of assistance available.
2. Municipalities have primary response and recovery obligations, and the County provides supplemental support when requested. The County may determine that additional supplemental resources are needed and may request assistance from the Federal Government.
3. Federal financial assistance is available through several grant programs, usually only after a declaration of emergency or major disaster by the

president. Some federal grant programs require administrative plans as one element of a county's eligibility. Introductions for each of three administrative plans for respective emergency relief programs appear in this plan.

4. Federal emergency financial assistance is available to an applicant only if established criteria are met and only within the parameters established for each program and disaster event.
5. The State Coordinating Officer acts for the governor in all communications with the Federal Emergency Management Agency (FEMA) regarding federal emergency assistance and relief.
6. Some federal disaster assistance (search and rescue, flood protection, fire suppression, and loans for farmers and small businesses) is available without a presidential declaration. Please refer to *A Guide to Federal Aid in Disasters* for more information.
7. Comprehensive damage assessment information is essential as the basis of a request by the governor for federal assistance.
8. Following a presidential declaration, a Disaster Field Office (DFO) will be established in the County and staffed with federal personnel assigned to manage the disposition of federal relief funds in cooperation with Lake County personnel.
9. Disaster Recovery Centers (DRCs) may be established in the affected area to provide information and guidance to citizens affected by the emergency or disaster, which might include an individual's potential eligibility for assistance.
10. The resources of any particular department or agency never will be under the command of an individual not associated with that department or agency.
11. The resources and services available from private disaster relief organizations often are offered in conjunction with similar relief efforts of local and county governments but such aid is also provided independently by its sponsors.

B. CONCEPT OF OPERATIONS

1. A thorough assessment of damage will be conducted and the information will be analyzed to determine the immediate needs in

affected communities. A determination will be made whether to seek federal assistance.

2. Information will be shared with appropriate agencies and organizations to facilitate the ability of government and private officials to render aid.
3. The Lake County Emergency Operations Center will remain activated until such time as it no longer is necessary to coordinate emergency response or recovery operations formally or actively.
4. In a request for federal assistance, the County will seek funds for designated jurisdictions from available programs based on the nature and scope of damage.
5. Upon notification that the request for federal assistance has been granted, the County will organize a staff relative to the scope of the award.
6. Debris management and donations management operations begun as emergency response functions will continue as necessary.

C. PROGRAM DISCUSSION

1. Lake County Programs

a. Emergency Assistance to Families with Children

A limited fund restricted for payments to families with children that experience emergency situations.

b. Emergency Food Assistance Program

Food stocks donated from federal sources are made available to citizens through local pantries, soup kitchens, and shelters.

c. Community Development Block Grants

Funds are made available to local governments to assist needy individuals and families in areas that include health and welfare and housing rehabilitation.

d. Unemployment Insurance

Temporary financial assistance is available to workers unemployed through no fault of their own.

2. Federal Programs

a. Individual Assistance

(1) Temporary Housing Assistance

- (a) The Temporary Housing program offers assistance to eligible individuals and families who require either small repairs to their primary home to make it habitable again or who need a temporary residence while they complete major repairs or seek alternate housing.
- (b) The Temporary Housing program is explained fully in the Code of Federal Regulations (44 CFR 206.101).

(2) Individual and Family Grant Program (IFG)

- (a) The IFG program provides emergency funds to individuals and families for disaster-related, necessary expenses or serious needs for which assistance from other means either is insufficient or not available. The amount of federal funds available to a county is not limited, but the total federal grant in most situations will not exceed 75% of the actual cost of meeting necessary, eligible expenses. A maximum grant value for any individual applicant does exist.
- (b) Assistance may be made available for such needs as: housing-related expenses; clothing, household items, furnishings, and appliances; tools, clothes, or equipment that are required as a condition of employment; certain moving and storage expenses; medical or dental expenses; certain transportation expenses; funeral expenses; and the cost of the first year's flood insurance premium for an applicant's uninsured primary residential property.

b. Public Assistance (PA)

- (1) The PA program provides funds for debris removal, emergency protective measures, and restoration of damaged public facilities, which may include cost-effective mitigation. The Federal Government will reimburse eligible applicants for up to 75% of a project's total cost, in most situations. Applicants typically are county and local governments but may include certain other specific organizations.

Eligible projects, which must conform to minimum criteria, may include: debris removal operations; repair or replacement of eligible roads, bridges, and other public facilities; restoration of utility and waste water treatment facilities; replacement of equipment and furnishings from damaged public facilities; emergency communications and transportation systems.

Lake County Emergency Management conducts periodic Public Assistance Seminars for our 14 municipalities to provide instruction in procedures for documentation of activities required for PA applications. Appropriate FEMA forms are also provided.

In the event of a disaster that meets Federal PA criteria, County Emergency Management will provide assistance in the application process to affected municipalities.

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